



REImagine
LIFE
Revitalising
sustainability!





REImagine LIFE

Revolutionising Sustainability!

Starting as a small plant back in 1939, TCL has evolved into a industry leader with cutting-edge R&D capabilities, worldwide operations touching the lives of millions, every day.

Through every action undertaken, the dedication to sustainability and LIFE steers TCL forward in the right way. With an unceasing focus on reimagining Living, Industry and Farm Essentials, TCL's commitment to sustainability and community development lies at its core as it has, and will continue to uphold, its vision of serving the society through science.



Mission

Serving Society through Science



Vision

To be a sustainable company with deep customer insights and engaging relationships with all stakeholders in industrial chemicals, branded agri and consumer products.

Values

Safety, Passion, Integrity, Care and Excellence

Living Essentials:

To build a healthy nation by creating pioneering and high quality nourishing everyday food solutions, through the marriage of traditional nutrition and our strength in modern science

Industry Essentials:

Global leader in inorganic chemistry solutions

Farm Essentials:

Leader in farm inputs and agri solutions aiming to serve 25 million farmers

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Message from MD & CEO



Sometimes success comes from breaking away from the usual and reimagining the world through a renewed lens. Great developments and pioneering discoveries have their foundation in just that. It is only when we are willing to take that chance, to marry tradition with modern delivery, that we can truly achieve greatness. And that is exactly our focus this year – Reimagine LIFE. The year gone by was marked with tumultuous changes and challenging business environment on several fronts. Some key changes that took place this year was the divestment of our Babrala Fertiliser plant and proposed investment in two new major projects: Greenfield Biotechnology manufacturing unit of food ingredients and formulations developed at TCL's Innovation Centre in Andhra Pradesh and a greenfield specialty chemicals manufacturing unit for silica based products developed at TCL's Innovation Centre, reinforcing our strategy to focus on seeding Next Gen industrial chemicals.

While we are driven by our mission, 'Serving Society through Science', our unwavering commitment to be an innovative, sustainable organisation and to empower our communities, pushes us to think of new ways to achieve the balance between our social, environmental and economic goals.

As industry leaders, it is important for us now, more than ever before, to fortify our capabilities, and build on the robust foundation we have laid, to build a future-ready organisation that will continue to meaningfully touch the lives of millions of people. By gaining deep

consumer insights and having engaging relationships with all our stakeholders, we can bring market solutions that are innovative and offer deep value to our consumers, while upholding our vision.

Tata Chemicals Sustainability Report FY 2016-17 is the eighth report in the public domain. It encompasses all our key locations and plants, covering operations of Tata Chemicals, India, Tata Chemicals Magadi (TCM), Tata Chemicals Europe (TCE) and Tata Chemicals North America (TCNA).

TCL has historically been the world's second largest producer of soda ash, with global manufacturing presence. We want to maintain our cost leadership in the Soda Ash business and set the stage for more scale in the future, in the face of a new competing soda ash producer in Turkey bringing significant volume.

We recognise that these are turbulent times. After a lacklustre outturn in 2016, economic activity is projected to pick up pace in 2017 and 2018, especially in emerging market and developing economies. India would remain the fastest growing economy in the world. Advanced economies continue to struggle with subdued growth on account of policy uncertainty, tepid investments and sluggish productivity growth.

With increased awareness amongst all stakeholders, sustainable packaging technologies are now receiving due recognition, and the trend towards recyclable and biodegradable packaging is gaining momentum. There is a push for





a cleaner environment with reduction of waste and garbage, especially since the launch of the *Swachh Bharat Abhiyan*.

The main downside risk remains in the form of policy uncertainty in advanced economies, particularly the United States and the Euro Area. The impact of Brexit, and negotiations between the UK and the European Union, is yet to be understood

in totality. A climate of protectionist tendencies could undermine the recovery in global trade and investments.

TCL's goals complement the steps towards sustainability at a global level, enabling us to become more socially responsible each year. We have made considerable strides as a group in increasing our awareness and developing strategies to address concerns of climate change and energy.

The sustainability journey during the FY 2016-17 was marked both by achievements and some setbacks.

Some key achievements this year include:

- Continued Market Leadership in Salt portfolio reaching 135 million households annually, commands a market share of 68.5%*
- Tata Salt ranked 7th in the Economic Times Most Trusted Brands Survey, in 2016
- Recognised as the Best Employer in India in 2016, by AoN Hewitt
- Recognised as the Best Company to work for in Kenya, by Deloitte
- We launched Tata Sampann umbrella brand with a focus on providing everyday nourishing food to consumers
- Launched Iron Fortified Iodised Salt to address Iron Deficiency Anaemia across the country

As industry leaders, it is important for us now, more than ever before, to fortify our capabilities, and build on the robust foundation we have laid, to build a future ready organisation that will continue to meaningfully touch the lives of millions of people.



- Mithapur plant achieved 86.5% filtration of effluent solids, a key milestone for waste management
- We reiterated our commitment to environmental sustainability by reusing 99% of all outer bags for Tata Salt this year, thus minimising waste

We are dedicated to the principles of zero harm, operational excellence and sustainable growth. We had a much improved safety performance this year and although a major incident at Lostock plant marred the year, we remain untiring in our effort to target zero harm.

Globally, our Chemicals businesses continue to grow, as we strengthen our community and government relationships in Africa, and ensure regulatory compliance with Motor Accidents Claims Tribunal (MACT) and Mine Safety and Health Administration (MSHA) in America, focussing on growth driven by low carbon emissions. In Europe, we are aiming at total compliance with the new environmental legislation and want to be the lowest cost per tonne producer of any in Western Europe. We are devoted to maintaining our position among the top

10% of carbon intensity organisations in Europe Energy. Two environmental notices, one at Haldia and one at TCNA, have once again emphasised for us that we need to be constantly vigilant on environmental matters and has pushed us to establish an environment green cross that tracks every small incident in a proactive manner.

Our community support programs provided multiple benefits to our key communities and neighbourhoods. We continued our focus on nature conservation and supported the establishment of a world class interpretation centre at Khijadiya bird Sanctuary in collaboration with Government of Gujarat and GIZ. Eco tourism and health care at Magadi, support to sage grouse conservation at Wyoming and significant charitable fund raising for St Luke's Cheshire Hospice by TCE have provided significant benefits to various local groups. Tata Chemicals is constantly ideating to be able to envision a future that is capable of adapting to our changing needs and to the realities of the world at large.

People are at the heart of TCL's work. Our Human Resources Team conducts quality learning and training programs, engagement activities and timely communications - thereby playing a vital role in supporting our business strategies.

We are committed to ethical development, and inclusive and sustainable growth. We are confident in our approach and that by being responsive to our stakeholders needs, and the needs of our environment, we can truly reimagine LIFE.

R. Mukundan
Managing Director

Eco tourism and health care at Magadi, support to sage grouse conservation at Wyoming, and significant charitable fund raising for St Luke's Cheshire Hospice by TCE has provided significant benefits to various local groups.





Awards & Accolades Received in FY 2016-17



Tata Salt was ranked 7th Most Trusted Brand of India (ET Brand Equity India's Most Trusted Brands 2016)



Tata Sampann spices bags ASSOCHAM's Best Product Innovation Award in 2016



TATA Nx Zero Sugar was awarded the Ashish Kamal Ratna for India's Best Natural Sweetener in 2017



TCL's CSR won the Best Practices Award on Sustainable Development Goals of UN Global Compact Network India in 2017

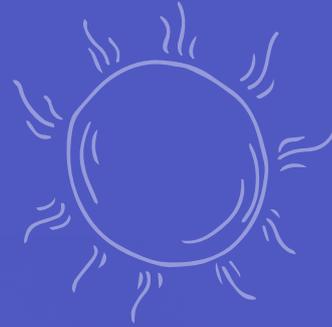


TCL wins Hindustan Unilever's Gold Award for Innovation in Service, 2016



Tata Salt's "Namak ke Waastey" campaign won Silver at ABBY Awards, 2017 and Gold under "Best Media Strategy" Consumer products - MADDY's 2017





About The Report

This is the eighth sustainability report in the public domain by Tata Chemicals (TCL). This report covers the period FY 2016-17. The most recent FY 2015-16 report covered only India operations.

This report has been prepared using the Global Reporting Initiative (GRI-G4) guidelines with 'In accordance' – Core option. The report also reflects our commitment towards the principles of the United Nations Global compact. We are in the process of including all indicators in a phased manner so as to publish a comprehensive report in the future.

We have engaged KPMG for providing independent assurance. There is no relationship between the Company and the assurance providers' organisation. The authenticity of the data and systems disclosed in the Sustainability Report FY 2016-17 and conformance with 'in accordance'- core requirements of the GRI-G4 guidelines has been provided by M/s KPMG. They have provided the assurance engagement as per the International Standard for Assurance Engagements (ISAE) 3000 at a 'Limited level' along with type 2 Moderate level assurance requirements of AA1000 Assurance Standard

2008, the statement of which forms a part of this Report. Information on earnings and financial data is based on the consolidated financial statements of the Company published in our Annual Financial Report FY 2016-17. All information is derived from official Tata Chemicals documents.

TCL's significant locations of operation for this report are as given below:

Mithapur, Gujarat, India
Babrala, Uttar Pradesh, India
Haldia, West Bengal, India
Sriperumbudur – Tamil Nadu, India
Tata Chemicals North America (TCNA), Green River, Wyoming, USA
Tata Chemicals Magadi (TCM), Kenya
Tata Chemicals Europe (TCE), Northwich, UK

Additional information on our products, processes, philosophy and approach is available on our company website: www.tatachemicals.com and the Annual Report on - http://www.tatachemicals.com/upload/content_pdf/annual-report-2016-17.pdf

For more info write to: Ms. Alka Talwar, Chief CSR & Sustainability Officer corporate_communications@tatachemicals.com



The principles of Stakeholder Inclusiveness, Sustainability Context, Materiality and Completeness were applied in defining the report content. All stakeholder concerns and sustainability issues form inputs in the Company's strategic planning process and find place in this report.

In order to promote comparison and sustainability trends we have provided the previous year's information where possible. Changes identified in the FY 2016-17 report as compared to the previous report are changes in GHG emissions data due to changes in the organisation's boundaries, inclusion of audit findings and changes in the methodology of calculations.

During the reporting year, a significant change was the

divestment of the Babrala unit. The data from Babrala unit has been included in the report as the divestment is still in process.

Other significant changes were as follows:

1. Transfer of ownership of Urea business to Yara Fertilisers India Pvt Ltd.
2. MoU signed with government of AP to invest INR 250 crores for a greenfield biotechnology manufacturing unit for food ingredients and formulations developed at TCL's Innovation Centre.
3. Investing INR 295 crores for a greenfield specialty chemicals manufacturing unit for silica based products developed at TCL's Innovation Centre.





REcreating OUR WORLD

A part of the \$100 billion
Tata Group, TCL stays true to
its mission of Serving Society
Through Science.

“ With a strong focus on
LIFE - Living, Industrial
and Farm Essentials,
we apply our expertise
in sciences, to develop
sustainable products,
right from raw material
to end-use. ”



About Tata Chemicals

At the heart of Tata Chemicals' work lies the vision to harness the fruits of science to go beyond business goals and serve society at large. Part of the over \$100 billion Tata Group, we serve customers across five continents and focus on LIFE: Living, Industry and Farm Essentials.

Living Essentials

Our Living Essentials product range aims to provide nourishment and nutrition to millions of consumers across India. Through the freshly launched Tata Sampann, we offer high-protein unpolished pulses, and aromatic spices, designed for the modern Indian household. Packed with the promise of wholesome nutrition, and a guarantee of purity and freshness, Tata Sampann pulses and spices are available in 16 states across India.

The Tata Nx range provides next-level nutritional products and healthy ingredients to meet the nutritional needs of evolving Indian palettes, with products including low-calorie sugar substitutes. Our innovative, low-cost, offline water purifier Tata Swach provides safe and inexpensive drinking water to thousands of households, through a Social Enterprise model.

Industry Essentials

The array of Industry Essentials products, strives to provide sustainable, inorganic chemistry solutions to customers across the globe, through our manufacturing operations in India, US, UK and Kenya. Our key products of soda ash and sodium bicarbonate are vital ingredients to diverse industries including glass, detergents, sodium silicate, textiles, food, feed, mining



Mithapur Plant



and chemical processing. Our business strategy has helped cement our position as a formidable player, with the capability to deliver value-added, distinguished products, and pioneering solutions, cost-competitively.

Farm Essentials

Our Farm Essentials business offers farm inputs that add value, across the spectrum of crop health and productivity. These products include fertilisers, pesticides, specialty





nutrients, seeds and agro-services. Tata Kisan Sansar (TKS) and Rallis Kisan Kutumb (RKK) is a network of farmer resource centres that offer relevant and timely information on new and improved agronomic practices, and that facilitates use of agricultural inputs. TKS is particularly prevalent in the Northern and Eastern parts of India.

Innovation

In 2004, the Innovation Centre (IC) was set up with the singular focus of seeding new businesses, based on the principles of sustainability and green chemistry. Inaugurated in 2014, the new Innovation Centre building at Pune, is home to

Key Products And Services



LIVING ESSENTIALS

Portfolio includes Tata Salt & i-Shakti Salt, Tata Sampann (Pulses & Spices), Tata Swach (water purifier) and Tata NX (nutritional products).



INDUSTRY ESSENTIALS

Portfolio includes soda ash (India, USA, UK, Kenya), sodium bi-carbonate (India & UK), industrial salt (UK, India, Kenya), other allied Chemicals (India, UK), Nutritional Solutions (India).



FARM ESSENTIALS

Portfolio includes the brands Tata Paros, TKS, Smart Krishi, Hello Krishi and Samrudh Krishi. Products include urea, phosphates such as DAP, NPK, SSP, muriate of potash, specialty fertilisers such as SOP/WSF, customised fertilisers, pesticides, seeds and PGNs, and organic manure.

LOCATION AND MARKET SERVED



Our Head office address is: **Tata Chemicals Limited**, Bombay House, 24, Homi Mody Street, Fort, Mumbai 400 001. Tel: 022 66658282; Fax: 022 66658134
 CIN L24239MH1939PLC002893

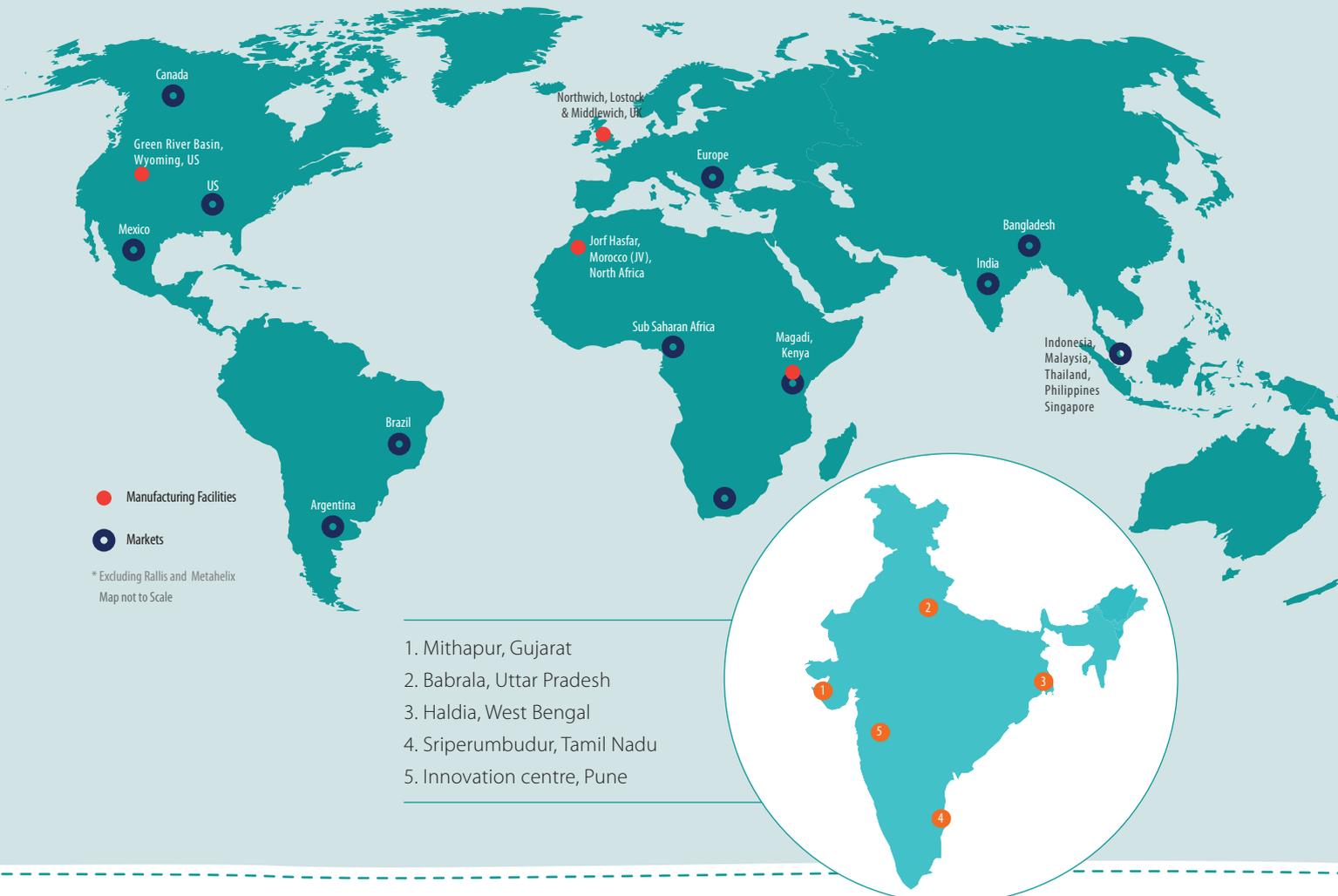
world-class Research & Development capabilities, and propels the organisation to explore and develop products and services positioned at the intersection of physics, chemistry and biology such as nanotechnology and biotechnology. Focussing on crucial areas such as food and fuel, energy and environment, and water and wellness, the IC has already produced impressive results in the form of new lines of business, offering Nutritional Solutions and Specialty Chemicals. Additionally, the IC provides application development, intellectual property and regulatory support to business units in TCL and the Tata Group. Already approved by

the Department of Science and Industrial Research (DSIR), the IC aims to gradually evolve into an autonomous and self-reliant, basic and applied sciences unit serving the needs of TCL and the Tata Group. Presently the company boasts of four centres for innovation and advancement in India:

- Tata Chemicals Innovation Centre, Pune
- Tata Chemicals R & D Centre, Mithapur, Gujarat
- The Rallis Research Centre, Bengaluru
- Metahelix Life Sciences, Bengaluru



GEOGRAPHICAL PRESENCE



Nature of Ownership

Incorporated in India in 1938, Tata Chemicals Limited (TCL) is a public listed company registered under the Indian Companies Act, 1913. Tata Chemicals North America (TCNA), Tata Chemicals Europe (TCE) and Tata Chemicals Magadi

(TCML) are wholly owned subsidiaries of TCL India. We have four manufacturing sites and two research centres in India, one manufacturing site each in North America and Kenya, and three in Europe. For details, refer Annual Report page no. 31

VALUE CHAIN

	Raw material	Processing	Product	Packaging	Logistics	Distribution (through partners)	End use
Living essentials	Sea salt/ brine access/ procurement	Vacuum evaporation/ 3P refining	Iodised VE salt	Multiple SKUs at CFAs under HACCP/FSSAI standards	>98% through rail	Distributor > stockist > retailer Institution	Homemakers/ consumers
	Sourcing of pulses: 1. Farm 2. Mandi	Milling/ Processing operations outsourced	Unpolished dals	SKUs of multiple sizes and dal types	Reach CFA through 3Ps via road	Distributor > stockist > retailer Institution Dal on call	Homemakers/ consumers
	Sourcing of RHA, silver nitrate, packaging material/FG for RO	Impregnation of silver in RHA and granulation	Tata Swach Bulb	In-house and outsourced assembly	Reach CFA through 3Ps via road	Warehouses > Distributor > Retailer Concurrent channel MTF	Consumers
Industry essentials	TRONA ore, coal/ gas	Mining and processing of Trona	Natural soda ash, bicarb	In bulk	Via rail/ road	Direct Channel partners	Industry - glass, detergent, health food products
	Solar salt, limestone, coke/ GAS	Solvay method	Soda ash, bicarb	Bags (SKUs), bulkers	Via sea/rail/ road		
Farm essentials	Ammonia, Gas	Ammonia stripping for urea	Urea	50 Kgs SKUs	Through 3Ps via road	BHA, dealers, TKS From BHA, TKS, retailer	Farmers
	Phos Acid, H ₂ SO ₄ , Ammonia, Muriate of potash	Granulation	NPK	50 Kgs SKUs	Through 3Ps via road	BHA, dealer, TKS From BHA dealer, TKS	Farmers

The overall head count as of 31st March, 2017 is 10,239 out of which 4,536 are permanent, and 5,703 are on contract and third party payroll. The workmen at our site locations of Haldia (115), Mithapur (814), TCNA (370) and TCE (310) are covered under collective bargaining agreements. They form approximately 39% of our permanent employee base. No one from Tata Chemicals holds any position in any government body. Senior leaders and members of the management team

are members of, and actively participate in, different industry associations and other bodies.

TCL's annual revenue in the FY 2016-17 was INR 13,289 crores with a profit of INR 858 crores. The revenues from the discontinuing Babrala Operations during the FY 2016-17 were INR 1,983 crores, with a profit of INR 135 crores. The market capitalisation (equity) is INR 15,254 crores.



SUBSCRIPTION TO VARIOUS CHARTERS:

TCL subscribes to externally developed economic, environmental and social charters like UN Global Compact (UNGC), Natural Capital Coalition, The Chemicals Industry Association Responsible Care Initiative, and Wyoming Natural Resource Foundation. TCL plays a key role in the chemical and fertiliser industries. The company participates actively in CII-IBBI Biodiversity, DEQ & EPA Environmental Tightening Emission regulations, TBEM, and Lean Six Sigma. TCL is a member of the Tata Code of Conduct and endorses GRI based Sustainability Reporting.



MEMBERSHIP AND PARTICIPATION IN DIFFERENT BODIES:

Stakeholder	We respond by
Mr. R. Mukundan	Chair - CII National Committee on Environment and CII - Institute of Quality Advisory Council, Chairman - National Board for Quality Promotion, Past President - Bombay Chamber of Commerce & Industry, Executive Committee Member on Indian Chemicals Council, Past President - Employers' Federation of India, Past Chairman, CII WR and Member CII National Council, Past President - The Council of EU Chambers of Commerce in India, Member - Board of Governors of Indian Institute of Forest Management
Mr. John Mulhall	Jury & Advisory Board Member - CFO Choice (Centre of Recognition & Excellence (CORE); Committee Member for FY17 - CII National Committee on Financial Reporting; Member of Integrated Reporting (IR) Lab - CII - Corp Membership
Mr. R. Nanda	Member - National HRD Network (NHRDN), National Institute of Personnel Management (NIPM) and Society for Human Resource Management (SHRM) and represents TCL at Conference Board - HR Council; CII (WR) - HR Committee; BCCI - HR Committee; EFI - HR Committee
Dr. Arup Basu	Past Chairman - Maharashtra State Council of the Confederation of Indian Industry (CII) and past Regional Chairman (West) of the Indian Chemical Council
Mr. Ashvini Hiran	Member ICCIDD Global Network Board
Ms. Richa Arora	CII National Committee on FMCG, Core Committee of Nutrition Resource Centre of CII and Mentor at Reach Out (Diversity & Inclusion program sponsored by American Express, Microsoft, Pepsico, PWC & Tata Sons)
Mr. Zarir Langrana	AMAI, BCCI, ICC, CII, AIMO, ASCI, MEDC (Maharashtra Economic Devpt. Council)
Eng. Jackson Mbui	Kenya Association of Manufacturing, Eastern Africa Association, Kenya Chamber of Mines, Kenya Private Sector Alliance, Federation of Kenya Employers to Jackson's list
Mr. Martin Keighley	Member - Industrial Mineral Association North America (IMA-NA), Glass Packaging Institute (GPI), Wyoming Mining Association (WMA), Wyoming's Governor ENDOW (Economically Needed Diversity Options for Wyoming) Advisory Committee
Dr. Martin Ashcroft	Board Representative of Performance & Investment Committee for Cheshire & Warrington Partnership, National Council Member Chemical Industries Association, Chair of National Employment Council for CIA, English National Energy Conclave, Regional Council Member Confederation of British Industry (CBI), Past Board Member Cheshire & Warrington Local Enterprise Partnership, Past Chairman of Audit committee of Cheshire & Warrington Local Enterprise Partnership
Mr. Sanjiv Lal	Member of Apex Council for PM fellowship scheme for Doctoral Research
Ms. Alka Talwar	Member of CII national committee on environment





REnewing OUR FOCUS

From managing risk and tracking zero harm to measuring carbon emissions and performance, TCL holds sustainable business operations as one of its highest priorities.

“
We continue to change and reimagine ourselves looking both at business imperatives and what we can do to Serve society through science.
”



SUSTAINABILITY @ TCL



Tata Chemicals has always kept long term sustainability as its core guiding principle. The corporate sustainability policy that is aligned to the Tata Group sustainability policy further guide our actions and relationships with all our stakeholders. As we continue to evolve and re-imagine ourselves, we consider both, our business imperatives, as well our desire to “Serve society through science.” In a changing world, we strive to be ahead of the curve, by aligning ourselves even more closely with all our stakeholders.

We make constant efforts to understand sustainability aspects of the various stages of our value chain and increase stakeholder engagement to identify opportunities that meet ‘essential needs’ relating to economic, environmental and social aspects. The first step of TCL’s strategy planning process includes analysing political, economic, social, technological, legal and environmental changes that may impact TCL business and this includes summarising inputs from various

stakeholder interactions and engagement. This is an input to the TCL strategy, ensuring that sustainability is the basic foundation of TCL’s business strategy. Details of the process are also available on page nos. 8 and 9 of the TCL Annual Report 2016-17.

Strategic Priorities

In order to grow sustainability we have identified for ourselves key sustainability strategic priorities at the enterprise and at business level.

Key challenges that have been identified include:

1. High proportion of bulk commodity business; Soda Ash Market challenges with additional capacity ex Turkey
2. Ageing technology, equipment & infrastructure
3. Energy/raw material security & cost
4. Talent management – attraction, retention, ageing workforce





5. Increased expectations from stakeholders and community
6. Producing safe tons; Continually reinventing safety improvement to push to next level and a focus on Zero Harm - to people, environment
7. Keeping costs under control
8. Low carbon growth, 100% waste filtration & recycle
9. Cost effective recyclable packaging for salt

Operational excellence, access to low cost raw materials in bulk chemicals business, our strong corporate brand, robust customer engagement process and relationship and market leadership in key markets and products are our key strategic advantages that help us effectively address our challenges.

At TCE carbon emissions are tracked in great detail and fully audited by LRQA annually as part of compliance with the EU-ETS scheme which covers all TCE plant operations.

Enterprise Risk Management

We continue to be committed to UN Global Compact and Responsible Care and follow the precautionary principles as defined in Principle-15 of the Rio Declaration through our risk management process.

We have a defined Enterprise Risk Management (ERM) Process in Place. ERM process is also detailed on page nos. 12 and 13 in our 78th Annual Report 2016-17. The Board and the committees of the Board (CSS, Audit, Risk Management Committee, ECOB) review business strategies and overall business model to suggest strategies to de-risk specific businesses or parts of business. The Risk Management process is a key responsibility detailed out in the Risk Management Committee (RMC) charter of TCL Risk Management Committee. The primary role of the RMCs (at Board Level) is that of assisting the Board of Directors in overseeing the Company's risk management process and controls. ERM policy has been formulated to promote a pro-active approach in reporting, evaluating and resolving risks associated with the business.

Mechanisms for identification and prioritisation of risks include risk survey and focussed discussions in Risk Management workshop, Management Committee & Board level RMCs. RMC also reviews the enterprise Risk from time to time, identifies Risk owner and reviews the progress.

Risk Management is built around the sustainability plan to deliver value by review of threats and opportunities. While the ERM process is dynamic, formal risk identification is carried out once every year for all existing and new businesses across the enterprise through a combination of questionnaire and workshop mode with active participation of senior leadership across functions. Prior to freezing of

the Enterprise Risk Register, these are run through the Audit Committee of the Board. Besides, bringing an outside perspective, this process also reassures the management of no blind spots and that all opportunities have been explored. The ERM process is aligned to the Strategy planning process and identified business risks form a part of Annual Business Plan and long term Strategy Plan discussions. Risks are mapped to strategy objectives and mitigation plans tracked in strategy projects and individual goal sheets of risk owners.

Staying on Track

The Company has put in place systems for internal audit, risk assessment and mitigation and has an independent Internal Audit Department with internal control and risk management processes both at business and corporate levels. The internal audit department which operates on a decentralised basis continuously monitors the adequacy and effectiveness of the internal control environment across the Company and the status of compliance with operating systems, internal policies and regulatory requirements. The Audit committee meets on a quarterly basis to review and discuss the reports submitted by Head of Audit & Risk Management. The internal risk register is reviewed periodically against target and mitigation targets. The Head of Audit & Risk Management reports directly to the Chairman of the Audit committee of the Board of Directors, thereby ensuring independence.

The Audit Committee also meets the Statutory Auditors separately to ascertain their views on the adequacy and efficiency of internal control systems. A peer review of the Internal Audit function is done once in four years to assess quality effectiveness of internal audits with reference to standards and best practices.

Key measures are tracked in the Balanced Scorecard, but on a granular basis each business unit provides a detailed monthly report with all key measures in place. Complaints profile is reviewed to check for performance lapses. Annually, based on the strategy planning calendar SWOT and PESTLE analysis is taken up, all of which feeds into the review of the long term strategy plan.

Carbon emissions are tracked and thoroughly audited by LRQA on an annual basis as part of an EU-ETS Scheme compliance that covers all TCE plant operations.



Stakeholder Engagement

Stakeholder	Why we engage	We focus on	We respond by
Shareholders & Investors 	Our long term business decisions are rooted in the interests of our shareholders. We want to facilitate informed investment decisions by giving our shareholders and our investors accurate, transparent and timely information.	<ul style="list-style-type: none"> Delivering strong PAT and healthy cash flows Ensuring sustained and robust dividends Safeguarding our growth and sustainability in the long term Retaining market leadership 	<ul style="list-style-type: none"> Reviewing and renewing our growth plans annually for stability and sustainability through our long term strategic planning cycle Emphasising on operational excellence and cost efficiency to drive performance and profitability Being uncompromised in our compliance with the principles of corporate governance
Customers & Partners 	We are committed to building a reciprocal relationship with our customers & partners, guided by the Tata Group's ethos of customer promise through the 3Ds – Develop, Deliver, Delight.	<ul style="list-style-type: none"> Offering the highest quality products & services Being responsive to customer needs Sustaining the growth of business for our partners Being fair and providing long term security to partners & customers 	<ul style="list-style-type: none"> Driving continuous innovation through our Innovation Centre and through our research partners Ensuring steady availability through the development of a robust supply chain Complying with all statutory requirements for our various product groups Creating long term relationships and contracts with customers and partners Periodically assessing the satisfaction and engagement of our customers and channel partners through surveys
Government 	We want to build a legacy of setting industry benchmarks, through proactive compliance with industry standards, regulatory and legal requirements and continuous engagement with policy makers.	<ul style="list-style-type: none"> Transparent financial reporting and compliance with SEBI guidelines Maintaining corporate sustainability Partnering with policy makers and regulators to set smart regulations 	<ul style="list-style-type: none"> Periodically participate actively in key government forums Building strategic partnerships with public sector organisations Using IT to power compliance management systems Proactively engaging with the Government on policy matters

Materiality Assessment

In FY 2014-15 we conducted a detailed materiality assessment through a third party reaching out to 286 of our stakeholders covering the three businesses. It included detailed interviews of top management, staff across all levels and stakeholder surveys, following which the material issues were mapped. Not only this, to arrive at comprehensive list of material issues stakeholders were identified, prioritised,



Identified and prioritised the key stakeholders with due weightage given to each stakeholder's nature of engagement with organisation.

*For more details on stakeholder engagement and materiality assessment refer to Sustainability Report FY 2014-15 and FY 2015-16



Stakeholder	Why we engage	We focus on	We respond by
Employees 	<p>We recognize that Human capital is our biggest asset and is critical to our transformational journey. We want to ensure that our employees feel valued as an integral part of the organisation, and stay fully engaged and committed through opportunities for personal and professional growth.</p>	<ul style="list-style-type: none"> • Effecting safety, health and environment standards and processes • Developing learning and competency growth • Appreciating and managing performance and Talent • Rewarding and recognizing excellence • Creating high quality channels of communication to boost employee engagement 	<ul style="list-style-type: none"> • Effectively monitoring and enhancing safety, health and environment practices across the organisation with the aim of zero harm at a continuous basis • Exploring and crafting multiple formal and informal communication channels to engage with employees • Putting in place adaptive workplace policies to address the evolving needs of the workforce • Planning and executing learning and development programs for all employees • Enabling participation of the workforce in employee surveys such as the AON Hewit Best Employee survey • Creating structures that give the employees a suitable platform to deliver high performance • Facilitating celebrations and fun at work
Community 	<p>We are resolute in our larger goal of serving the community at large, to improve the quality of life, and safeguard the interests of the people impacted by our business.</p>	<ul style="list-style-type: none"> • Ensuring Environmental Sustainability • Protecting biodiversity • Participating in the socio-economic development of communities • Innovating to create green products and services 	<ul style="list-style-type: none"> • Publishing sustainability reports including the Business Responsibility report and Integrated Report as per SEBI guidelines • Spearheading community development and biodiversity conservation projects across locations • Closely monitoring our carbon emissions at all sites and at an enterprise level • Acting as a signatory to the UN Global Compact, that promotes ten principles in the areas of human rights, labor standards, environment and anti-bribery • Participating in diverse sustainability initiatives such as OKHAI, Tata Chemicals Society for Rural Development and Uday Foundation among others and interacting with community at regular intervals

engaged and their perceptions were mapped while integrating the matrix.

We reviewed materiality issues in FY 2016-17 by visiting each site across geographies to understand the sustainability issues, which assisted the Senior Management in defining material sustainability issues. This exercise covered Environmental and Social aspects as Economic performance is seen as a natural





first step in sustainability. This then becomes a part of the Organisation’s Strategy. The result of these consultations showed that the material issues continue to be the same as mapped earlier while there were minor tweaks in individual locations.

The content selection for the current year’s report has been based on the material aspects identified, challenges faced during the year and the opportunities arising thereof.

The top management reviewed the contents of the report to ensure the inclusion of overall key material issues to address the stakeholders as well as the organisation’s view point for sustainable growth of the businesses.

Report is divided into the following sections:

- Governance
- Responsible Manufacturing
- Safety & Health
- Product Stewardship
- Employee Investments
- Social Investments
- Overall Economic Performance

As a business covering the essentials of LIFE Sustainability in its widest sense is key to the success or otherwise of the organisation. The key principle followed for the report is sufficient data submission by operational facilities, to give meaningful picture of the company and touching the full range of stakeholders - shareholders, customers, suppliers, employees, regulators, local communities, custodians of the environment.



Climate Change

We have been addressing risks arising due to climate change as part of our sustainability governance and mitigating them by focussing on sustainable manufacturing. We have also adopted the group level Climate Change policy which is mapped across the SBUs through their strategy. Our strategy is to identify opportunities for carbon abatement, invest in low carbon growth and tap into the opportunities presented by emerging low carbon technologies. Based on our risk management framework, we have created a matrix for the risk areas identified due to climate change across our geographies, and our units are working on them. TCML is working on tapping solar energy and utilising the carbon dioxide generated from calcination to produce bicarbonate product. As part of the 5-year Sustainability Strategy TCNA is committed to considering new technologies and opportunities to reduce carbon emissions, such as carbon capture and process modification.

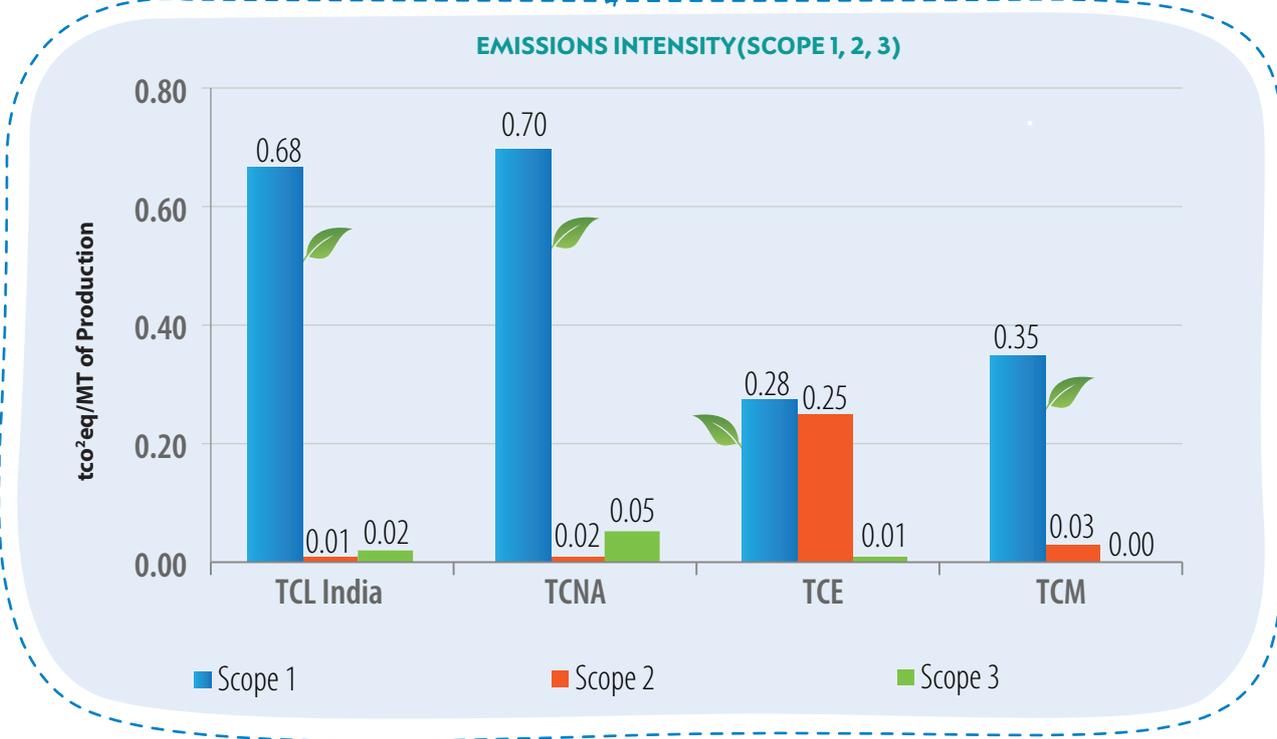
Besides this, the Balance Scorecard's key objective is carbon reduction, along with the targets on the Responsible Manufacturing Index. Also, the TCE enterprise risk management process has clearly mentioned the focus on the financial implications of rising carbon costs. At other locations, although

this risk hasn't been quantified, reduction in water availability or storm surges have been identified potential concern areas in the long term strategy. Being a major manufacturer of Soda Ash, we routinely study and assess the environmental impacts of raw materials procurement and product development by continuous monitoring of emissions. We actively monitor our existing products and services, and also invest in developing new climate friendly products through innovation and research. At TCE, participating in the EU ETS ensures climate change receives adequate focus. TCE's performance in EU-ETS is considered to be of a high level and the rise



We have also adopted a group level Climate Change Policy. Issues important to Tata Chemicals are mapped across the SBUs through their strategy. Our strategy is to identify opportunities for carbon abatement, invest in low carbon growth and tap into the opportunities presented by emerging low carbon technologies.





in carbon prices could possibly help it gain a competitive advantage.

In collaboration with the Tata Sustainability group, we undertook an exercise for mapping the vulnerability of our Mithapur site in the state of Gujarat. A detailed study with a deeper concentration will be undertaken in the coming year.

Furthermore, we have set a far-reaching goal of a 20% reduction in emission intensity by 2020. To achieve this, carbon abatement measures are chosen on the basis of the techno-commercial feasibility of implementation, the maturity and availability of technology and the potential magnitude of emission reduction. Resonating with global concerns, we are also adapting our businesses towards being more energy-efficient, conserving water, and innovating with new chemicals and fertiliser products and agri-services, for carbon conscious growth.

We are also responding to CDP since FY 2008-09 and have achieved a performance score “B Grade” in CDP 16 for FY 2016-17 in the Climate Change and Supply Chain Climate Change categories. Our focus is to understand climate change related risks, and monitor and mitigate anything that could affect our value chain. We have also started sensitising our suppliers towards climate change related risks and their likely financial and non-financial impacts.



Overarching Management Approach

Our Sustainability journey is guided by our sustainability policy, which is aligned to the Tata Group Sustainability Policy. We use a number of policies, processes and procedures that help us be aligned to the triple bottom line approach. Key policies that help us in our sustainability journey include: Safety, health and environment policy, community development policy, CSR policy, climate change policy, quality policy, cardinal rules of safety, fire policy, energy management policy, food safety policy, social accountability policy, diversity policy. We ensure good governance through various mechanisms that include:

- Management of Business Ethics (MBE) and the adoption of Tata Code of Conduct (TCoC)
- Enterprise wide Risk Management (ERM)
- Adoption of the Tata Business Excellence Model (TBEM). A Tata group wide model to drive business excellence.
- The Enterprise Process Model (EPM) that maps all processes across the enterprise
- Adoption of and/or guidance by ISO 9000, ISO 14001, OHSAS 18001, Responsible Care
- Adoption of HACCP guidelines by salt Packaging centre

- Systems and controls across the enterprise led by the Board of Directors
- Lean six sigma and other quality tools
- Tata Affirmative Action program, Tata LEAD to promote employee diversity

We take part in various Tata group level programs including Tata engage for volunteering and have piloted interventions along with the Tata sustainability Group to help us evaluate our natural capital and social capital footprints.

Management approach to specific criteria requirement and key material concerns not covered above are detailed in individual sections within the report



Our focus is to understand climate change related risks, and monitor and mitigate anything that could affect our value chain.



Focus Area & Key Measure	KPI	Target	Achievement FY 2016-17	Key Action Taken FY 2016-17
Human Capital	Create an environment that fosters employee well-being, achievement, innovation, learning, teamwork and ensures safety & health and minimises attrition rates			
Employee Health & Safety, Process & Workplace Safety	TRIFR Global	< 3	1.23	Dedicated to Safety through various initiatives such as Target Zero Harm program, Suraksha Jyot at Mithapur, Process Safety Management at Babrala, SRESTHO at Haldia, RAMP (long term asset management plan) at TCNA and Safety Amnesty at TCE. Introduced Plant Inspection rounds at Mithapur & Haldia and Rail Safety Management at TCM. Conducted ergonomic surveys from time to-time to ensure healthy workplace lighting and safe working postures.
	Fatality (No.) (TCL, India / TCM / TCNA / TCE)	0/0/0/0	0/0/0/0	
Employee Engagement	Employee Engagement Score	New	72%	On-going formal and informal engagement with the employees continues.
	Employee Turnover Rate (TCL, India / TCM / TCNA / TCE)		13.03% / 58.94% / 0.74% / 11.43%	We continue to work towards attracting and retaining talent as we understand attrition as one of the operational risks due to manufacturing locations being at remote locations.
Training & Communication	Avg. Training hrs. (per year, per employee) (TCL, India / TCM / TCE / TCNA)		22.94 / 47 / 8 / ~12 to 20	InCEPT – a branded three phase induction program for new and lateral joiners. Strengthened Training need identification process. TCNA has planned to track and report this accurately by FY 2016-17. Also holding trainings and workshops on 'Positive Health Options', yoga classes, stress management, first-aid, etc.
Social Capital	Investments in sustainable & "marketable" livelihoods impacting all communities in the core command area. Be recognised as the leader in community development amongst Indian companies in terms of coverage & impact.			
Sustainable Development Practices	Tata Sustainability Assessment Framework	50%	50.24%	Restructured the assessment process based on Tata Group's Sustainability Assessment Framework (SAF). New baseline score generated.
	Community Satisfaction	> 4	4.06	Action on community concerns and other feedback



Enabling and empowering communities	Affirmative action Score	> 60	In the band of 55-60	We focus on campus recruitment with areas dominant in SC/ST like the North East. Our internal job posting initiative 'SHINE' is further enhanced to include referrals for candidates from the economically and socially backward communities.
To understand and work for minimising the impact of products over its life cycle				
Product Stewardship	Life Cycle Assessment (LCA)	Revisiting Major products	Evaluating the improvement opportunities during the life cycle of the product	Based on the current life cycle assessments, we have derived targets and strategies for climate change and water management.
Reduction in carbon intensity in terms of MT of GHG emission per MT of total products by operational abetment, carbon conscious growth and offsets				
Climate Change	Emission Intensity (MT of GHG per MT of products) - reduction by 2020 over the baseline of 2008	20% by 2020	0.69	<p>150 KW Solar PV installed at Babrala</p> <p>Solar light and Solar water geyser at Babrala Residential Complex</p> <p>Solar energy to produce solar salt and in turn soda ash at Mithapur</p> <p>Reusing secondary packaging in most products to reduce Carbon Footprint</p> <p>Maximising Rail transportation</p>
We measure our Natural Capital using an internal tool - RMI (Responsible Manufacturing Index) to monitor key indicators across the geographies such as energy, water, recycle waste, climate change, renewable energy, product rejection, etc. based upon their importance to respective operations.				
Sustainable Manufacturing	Responsible Manufacturing Index* (%)	5	1.9	<p>The individual sites have taken up projects to identify potential for energy savings, water management as well as waste management and prioritising and implementing the identified projects.</p> <p>#Further details are mentioned in the Responsible Manufacturing section.</p>
Supply Chain Sustainability	Establish social & environment standards (covering safety, working conditions, skill, well-being, GHG and other emissions, water/energy consumption) for supply chain (material and services etc.) Ensure compliance amongst key suppliers.			
Community Investment	INR 15 Crores			
Reporting on Sustainability	Transparent communication of performance to internal/external stakeholders			
Governance: Reporting on Sustainability	<p>External – Annual Report, TCSR Report, Annual Sustainability Report, COP on UNGC Principle, Investor CDP, Water CDP, Supply Chain CDP, Business Responsibility Report</p> <p>Internal – Confluence, Marine Insight, Safety Almanac, Management of Business Ethics Report, We care</p>			



REaffirming CORE PHILOSOPHY

From the Tata Code of Conduct to a Whistle Blower Policy and more, the organisation, its employees and its stakeholders strive to follow the ethical practices.



“ Strong leadership and effective corporate governance practices have been TCL’s hallmark, and we have inherited these from the Tata culture and ethos. ”



Ethics and Governance

Code of Governance

Tata Chemicals firmly believes that good corporate governance acts as the robust foundation a company requires upon which to accomplish long term goals and enhance stakeholder value. TCL's corporate governance philosophy of fairness, transparency, and the integrity of its management, considers the interests of all stakeholders.

TCL has adopted the Tata Code of Conduct, and the culture and ethos of effective corporate governance practices. All TCL employees, including the Managing Director and the Executive Director, are governed by the Tata Code of Conduct. A code of conduct has also been adopted for Non-Executive Directors. The Company's corporate governance philosophy is also reinforced through the Tata Business Excellence Model, the Tata Code of Conduct for Prevention of Insider Trading, and the Code of Corporate Disclosure Policy.

TCL's Board is experienced, involved and well-informed. The Company's corporate governance philosophy and the interest of all stakeholders are the beacons that guide the Board and its Committees, as they undertake their fiduciary duties.

TCL complies with the stipulations listed under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 'Listing Regulations, 2015'; and also the erstwhile Clause 49 of the Listing Agreement relating to corporate governance.



Board of Directors

The composition of TCL's Board of Directors conforms with the Listing Regulations, 2015, and the Companies Act, 2013 ('the Act'). As on 31st March, 2017, the Board comprised of six directors, of which one is the Managing Director, and five are non-executive directors and include three (i.e. 50%) independent directors, of which one is a woman.

All TCL's directors have the requisite qualifications and are well versed with general corporate management, finance, banking, marketing and allied fields, allowing them to contribute well to the Company, in their directorial capacity. The detailed profiles of our Directors are available on our website: www.tatachemicals.com.



No TCL director is a member of more than 10 committees, and a chairman of more than 5 committees, across all the public companies in which he/she is a director. All the directors have made the necessary disclosures regarding committee positions held by them in other companies. None of the Company's directors are related to each other.

None of the Board's independent directors serve as independent directors in more than seven listed companies, compliant with the limit prescribed in Regulation 25 (1) of the Listing Regulations. The Managing Director of the Company does not serve as an independent director in any listed company.

Meeting of Independent Directors

A separate meeting of Independent Directors of the Company, without the attendance of non-independent directors and members of the management, was held on 29th March, 2017, as required under Schedule IV to the Companies Act, 2013 (Code for Independent Directors) and Regulation 25(7) of the Listing Regulations.

Board Committees

The statutory and non-statutory Committees of the Board, each have a clear mandate laid out in the Terms of Reference, which are published in the Corporate Governance Report of the 78th Annual Report 2016-17. The various committees of Board are as follows:

1. Audit Committee

The Managing Director, Executive Director & CFO, CFO, External Auditors, Head - Internal Audit & Risk Management and Vice President & Group Corporate Controller attend and participate in all meetings of the Audit Committee. When deemed appropriate, the Committee invites various executives to be present at the meetings.

2. Nomination and Remuneration Committee

Based on Section 178(1) of the Companies Act, 2013 a Nomination and Remuneration Committee has been set up.

3. Stakeholders Relationship Committee

The key objective of the Stakeholders Relationship Committee is to ensure redressal of the complaints and requests of TCL's investor's and security holders.

4. Executive Committee of the Board (ECOB)

The ECOB (non-statutory) reviews the business strategy, long term financial projections & cash flow, capital and revenue expenditure, acquisition, divestments and business restructuring proposals, and senior management succession planning.

5. CSR, Safety and Sustainability Committee

The terms of Section 135 of the Companies Act, 2013, help define the scope of the CSR, Safety and Sustainability Committee and includes, inter-alia, Corporate Social Responsibility (CSR).

6. Risk Management Committee

Based on Regulation 21 of the Listing Regulations, which recommends that the top 100 listed companies based on market capitalisation form a Risk Management Committee, the Company has founded a Risk Management Committee, even though it is non-mandatory for it to do so.

Details on all Committees of the Board can be found in the Corporate Governance Report of the 78th Annual Report 2016-17.

Remuneration Policy

TCL's remuneration policy for directors, key managerial personnel, and all other employees reflects the Company's dedication to build and nurture a culture of leadership and trust. The compensation packages of the Managing Director, Executive Director and Non-Executive Director, are particularly reviewed by the Nomination and Remuneration Committee.



Detailed information on our remuneration policy and the remuneration paid to the Managing and Executive Directors, and Non-Executive Directors, can be found in the Corporate Governance Report of the 78th Annual Report FY 2016-17.

Non-Executive Directors

Non-Executive Directors were paid sitting fees of INR 30,000 for every meeting of the Board or committee attended (except for the Stakeholders Relationship Committee, the CSR Safety and Sustainability Committee, and the Risk Management Committee, where the sitting fee was INR 20,000 per meeting).

The Board of Directors decides on the remuneration by way of commission to the non-executive directors. This is distributed based on their participation and contribution at the Board and Committee meetings, and the time spent on matters other than at meetings. In terms of the approval of the members at the 74th Annual General Meeting of the Company held on August 26th, 2013, the rate of the commission paid should not exceed one per cent of the Company's net profits, calculated in accordance with the provisions of Sections 198, 349 and 350 of the Companies Act, 1956. Refer to the Corporate Governance Report of the 78th Annual Report FY 2016-17 for details.

Management of Business Ethics

TCL is firm in the pursuit of its values SPICE i.e. Safety, Passion, Integrity, Care and Excellence and does its best to ensure that these are embedded in every aspect of the organisations' work. The Company is aware that in order to build long term sustainability, there has to be an unwavering focus on building a culture that promotes our values through our cultural pillars, operational aspects such as proactive cost management and agile execution, and also on collaborative innovation and building lasting, trusting relationships with all stakeholders.

TCL's Whistle Blower Policy and Vigil Mechanism, provide formal channels to the employees and other stakeholders to report their concerns about unethical behavior actual or suspected fraud or violation of the Company's Conduct or Ethics policy. The policy provisions for sufficient safeguards to prevent victimisation of employees who avail these mechanisms, and also offers direct access to the Chairman of the Audit Committee if required. The Company affirms that none of its personnel have been denied access to the Audit Committee.

Adopted by TCL, the Tata Code of Conduct (the Code) directs the Company in its dealings with all stakeholders. It is an integral part of all TCL employment contracts and outlines how the employees are expected to adhere to these guidelines. Trainings and awareness programs are conducted through the year to make employees more mindful about the importance of ethics. Furthermore, all TCL suppliers are briefed on the role that the Code plays in the procurement process. The Code is supplemented by the organisation's anti-corruption procedures such as the whistle-blowing helplines, provisions for the prevention of sexual harassment at the workplace, and ethics counsellors to support ethical behaviour and encourage reporting of suspicious or improper conduct.

Disclosures on our ethics performance is shown in annexure. Details of the code of conduct are available on our website, www.tatachemicals.com.



REimbibing SAFETY

From overcoming challenges and taking risks, TCL continues to wow in the department of sustainable operations.



“TCL’s dedication to safety and its Zero Harm target resonates through the company - right from senior management all the way to on-ground employees.”



Safety and Health



Driven by the goal of targeting “Zero Harm” - Zero Harm to People, Zero Harm to Asset and Zero Harm to Environment which stems ‘Safety’ a core value of Tata Chemicals (TCL), there is an unwavering commitment to the continuous improvement of the organisations safety performance, by employing world-class safety, health and environment (SHE) practices.

For exclusive focus on safety, TCL has a Board level “CSS Committee” (CSR, Safety and Sustainability Committee) and the Board provides valuable direction and guidance to the Management to ensure that Safety and Sustainability implications are duly addressed in all new strategic initiatives, budgets, audit actions and improvement plans. They also monitor and review reports monthly and quarterly on SHE performance including policy and legal compliances. The Chief Safety, Engineering & Project Officer has direct access to the Chairman of the CSS committee. The Board level Risk Management Committee also monitors the progress on mitigation plans associated with key safety risks.

The senior leadership at TCL plays a definite and defining role in affirming positive attitude towards safety and creating an enabling environment. TCL’s Corporate SHE policy is the overarching policy, with the subsidiaries fine-tuning it to align to the local regulatory and safety directorates. The health and safety of people is of utmost importance, TCL is keen to address any risk that could pose a threat to a safe and healthy work environment. Factors like compromised asset integrity due to ageing caused by erosion, corrosion and fatigue, atmospheric conditions such as proximity to sea, and the nature of materials we handle, constantly challenge the safety of people and processes. To steadily improve our SHE performance we are driven by voluntary standards such as OHSAS 18001, Responsible Care and the British Safety Council guidelines. The Babrala plant was awarded the Sword of Honour award by the British Safety Council three times in the past. The British Safety Council also recertified the 5-star rating for our Mithapur and Haldia plants this year. Subsequently, they won the Sword of Honour by the British Safety Council.





TCL's approach to safety is cohesive, and integrates individual and group values, attitudes, competencies, and patterns of behaviour. As an organisation, our commitment towards our safety management programmes follows a top down approach, with our senior management persistently working towards establishing, demonstrating, sustaining and improving the safety culture, and incorporating our core value of safety in their daily responsibilities. A shift in approach that places the collective ownership of safety and demands excellence and accountability from every individual, has transformed the way we view SHE, and has empowered our employees. Our workforce is actively involved in promoting safety, and a conscious effort is made to keep them engaged. Cross functional teams, (CFTs)

Employees are specially trained to tackle any potential hazards that may arise in the course of their work.

joint management-workmen committees such as works/central safety committee, plant/department safety committee, canteen committee, wellness committee, etc., are formed at site level and work across occupational health and safety areas, safety best practices, risk control, etc. which is headed by Senior Management and guided by Safety Head/Site Head. These committees have a focused agenda of health and safety and meet periodically to review the progress on the same. Safety performance is linked with individual Performance Linked Variable Pay (PLVP) or incentives, as applicable.

Our long term strategic plan caters to our stakeholder's needs, while being uncompromising on our journey towards 'Target Zero Harm', with an emphasis on addressing SHE challenges and risks. We benchmark ourselves with best practices across leading companies, and also rely on past performance, stakeholder, and legal and voluntary requirements, when we define targets for health and safety measures. These are also evaluated from an engineering and/or process improvement perspective.

Structured advancement and continuous growth are based on measurement. We have defined our Key Performance Indicators (KPIs) and these are monitored periodically to evaluate our performance. In order to guarantee safe execution of our action plans, we have put systems and processes such as internal and external audits, periodic inspection by experts and safety inspectors, daily behaviour observation and post project monitoring, in place.

Occupational Health and Safety

All locations of Tata Chemicals assess the high hazard areas and activities, with the intent of minimising risk to the lowest extent possible. Our employees are specially trained to tackle any potential hazards

that may arise in the course of their work. Additionally, tailored periodic medical check-ups are administered to our people, based on the risk profile of their work area, to identify risks to human health, if any, as early as possible.

We conduct ergonomic surveys from time-to-time to ensure healthy workplace lighting and safe working postures. The survey results help us put in place action plans, and also allow for tracking, review, and effective closure. We encourage our employees to focus on good health and well-being by holding trainings and workshops on 'Positive Health Options', yoga classes, stress management, first-aid, etc.

Adequate medical facilities are present at all sites, specialised medical facilities can be accessed through tie-ups with other hospitals. Sites with a trade union presence have formal agreements in place between the management and the trade unions over relevant safety and health topics. CFTs joint management-workmen committees such as works/central safety committee, plant/department safety committee, canteen committee, wellness committee, etc., are formed at site level with representation from management employees and workmen. They work across occupational health and safety areas, safety best practices, risk control, etc., which is headed by Senior Management and guided by Safety Head/ Site Head. These committees have a focused agenda of health and safety and meet periodically to review the progress on the same.

Employees working in high risk areas such as working at a height, working in confined space, handling hazardous chemicals, are subject to specialised training and retraining plans. As a policy, a structured process identifies, captures and categorises the employee training needs, and addresses

individual, operational and organisational training needs.

Key Initiatives



Suraksha Jyot & Behaviour Based Safety

Mithapur’s pioneering safety excellence programme ‘Suraksha Jyot’ is based on a risk review of all activities through physical observation, and effective execution through focussed communication to the workforce. Its scope includes the entire chemical complex, supported by time-bound, dedicated CFTs. Employees also participate in specialised safety trainings that concentrate on the behavioural and cultural aspects of safety.

Following a six-step process, CFTs carry out a full-day Basic Safety Orientation (BSO) round, making observations across various categories. The observation area is determined by the CFT lead, and the categories include BSO, safety practices, and unsafe conditions. The scope of the observation ranges across regular and

permit activities, covering confined space entry, working at a height, lifting operations, hot work, and compliance with the plant’s inspection checklist.

Process Safety Management

The deployment of Process Safety Management at Babrala continues in line with the guidelines of OHSAS & CCPS Risk Based Process Safety. The PSM Audit rating improved to 3.5 from 3 in the last year. Process Safety Culture survey was carried out post audit and the out come will further help to strengthen the system.

Safety Assurance Team

At Haldia, CFTs led by senior leaders are formed to ensure safe practice endures during different activities at site. Four teams covering Production, Structural Integrity, Electrical Safety & Office Safety are formed. The team comprises of a Safety



representative and other employees from different hierarchy who take plant rounds and assure Safe work practice. Closures of open observations are ensured with periodic review.

Safety Charters

Tata Chemicals Magadi (TCM) after devising across the employee level, key focus areas was identified. Sub-committees viz. Felt Leadership, Risk Assessment, Contractor Management Safety and Safety Culture were formed and mentored by Senior leadership. Progress is reviewed as per schedule on periodic basis.

E-learning Modules

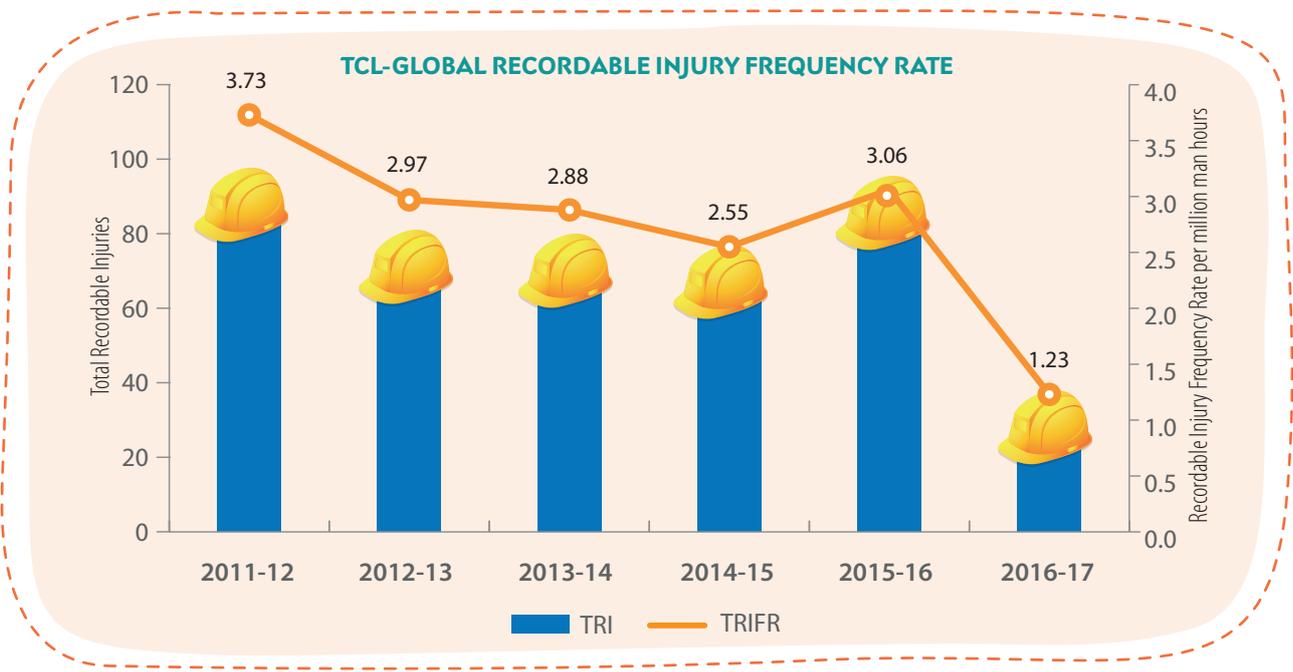
Tata Chemicals Europe (TCE) launched few e-enabled modules for strengthening their Safety management at all site locations. Dynamic risk assessment tool or Stop and Think Risk Assessment, Manual handling and Contractor induction module are few to name. Contractor Induction module is under implementation phase wise. Further, Work Safe Online (WSO) reporting quadrupled against reduced headcount in the last three years.

Stronger

The project STRONGER - "Securing Tomorrow by Renewing the Ongoing, Seeking New Growth Areas and Encouraging Reward - Recognitions" with its three pillars - Zero Harm, Operational Excellence and Sustainable Growth - has articulated and helped to deploy long term strategic vision and investments plans for a sustainable future.



Securing Tomorrow by Renewing the Ongoing, Seeking New Growth Areas and Encouraging Reward - Recognitions





REenergising SUSTAINABLE FOCUS

Our collective endeavour is to ensure responsible manufacturing of our products with focus on green energy, reduction in emission as well as water.

“

We acknowledge our role as a responsible corporate citizen and always endeavour to address and manage risks arising out of climate change.

”



Responsible Manufacturing

TCL'S EMPHASIS ON ZERO HARM IS EVIDENT IN EVERY STEP OF THE MANUFACTURING PROCESS, USING GREEN, RESPONSIBLE AND SUSTAINABLE WAYS, TO ACHIEVE OPERATIONAL EXCELLENCE WHILE STAYING CUSTOMER CENTRIC.



Proactive and systematic monitoring and continuous improvement is the key to managing risks to the environment. Our Responsible Manufacturing Index monitors and measures various parameters across energy, water, waste, emissions, and so on, with set targets for these. Our enterprise wide Balance Score Card (BSC) has laid down targets for the Responsible Manufacturing Index and CO₂ emissions with the overarching goal of minimising our carbon footprint. While reducing our carbon footprint, organisational initiatives that focus on green energy consumption, emission reduction, prudent water consumption, are also cost efficient.

We understand that development and setting up of new technology being energy efficient are vital for long term sustainability of our operations. TCL's IC at Pune and Centre for Agri Solutions and Technology at Aligarh are working together with companies and research institutes to develop a pipeline of innovative and sound products that ally with the strategic objectives of growing new businesses.

Understanding that climate change threatens to undermine long term development, TCL has embedded actions that address climate change and sustainability into the company's strategic planning process. All our existing operations, whether capital approval, or supplier evaluation, or merger and acquisition processes, are embedded with a RMI and a green filter, to make sure all business decisions are viewed from the lens of sustainability. TCL's Board Level CSR, Safety and Sustainability (CSS) committee review the company's performance and sustainable investments. A carbon-focused dashboard, with clearly defined indicators help keep a check on the progress of our carbon abatement measures.

Energy

At TCL, Energy weighs as one of the significant material aspects which is reinforcing the need to pace up the momentum towards energy efficiency and conservation. Our BSC and RMI help define our energy-related goals across our operations. TCM, TCNA, TCE and Haldia



use a combination of fossil fuels and grid power sources of energy. Babrala and TCE use natural gas with co-gen facility. Solar energy is also used at Babrala. Currently, TCE does not have renewable energy sources. Mithapur uses coal with co-gen facility and a small amount of wind power in its township. The cement production at Mithapur and fertiliser production at Babrala are covered

under the Perform, Achieve & Trade (PAT) scheme.

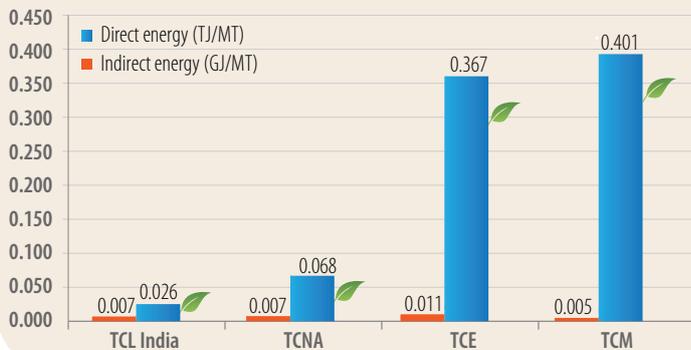
Energy cost plays a crucial role in striking a balance. TCL's state-of-the-art modes of transport such as Lupa Bulklers and ISO tankers are highly efficient. Over 90% of TCLs products are dispatched by rail to manage the downstream energy consumption.

Our Efforts Across TCL Geographies

- ▶ TCL Babrala is one of the lowest energy consuming units among the fertiliser units and the most energy efficient unit in India. Babrala is working to improve energy management by implementing ISO 50001 to monitor and manage energy use.
- ▶ TCE's soda ash plant is one of the lowest carbon emitters in the EU.

- ▶ The Pune innovation centre site installed 10KW of solar capacity to power all street lights.
- ▶ Haldia's biomass-based gasifier and waste heat recovery kicked off the actions towards increasing renewable energy use. Projects such as capacitor bank project, LED lighting system installation in the warehouse, the efficiency improvement in the turbo generator are towards energy reduction.
- ▶ The Mithapur Township uses wind power. A 25 MW solar power plant was also commissioned by Tata Power Renewable Energy Limited in 2012 that is now powering approximately 15 million homes and reducing the carbon footprint by 24,000 tonnes per year.
- ▶ Babrala fitted 100% roof top solar water geysers in its township and plant area, and installed a roof top solar photo voltaic plant of 150KW. Its collaborative work with end consumer farmers for efficient use of energy and water through innovative Laser Land Levelling techniques, have reduced fresh water and fuel usage by 15-20%.
- ▶ TCE CHP (Consolidated Heat Power) plant has a best-in-class overall efficiency of over 8%. The Transvac project, a heat optimisation project and

ENERGY INTENSITY



a LSS task on electricity usage saved around £400k energy and generated 12.5 MW of power for the same amount of steam produced.

- TCM replaced mercury bulbs with solar lighting and LED bulbs.
- Mithapur took up a project for identifying potential for energy savings and has set up an Energy cell to help prioritise and implement the projects identified.

Emissions

Understanding the impact of emissions on the climate, we are monitoring our emissions as per ISO 14001 and have set the goals. These emission related goals are measured against BSC and GMI and the emissions are well within the limits. People from surrounding TCL continue to implement internal safety norms. Though the British Salt business is not ISO 11 certified currently, we adhere to all the environmental regulations, monitor inhouse on a daily basis, and third party conducts half-yearly monitoring. We monitor emissions from the combustion processes using continuous emission and opacity monitors, and report our performance to the United State Environmental Protection Agency (US EPA), Industrial Minerals Association North America (IMA/NA), Carbon Disclosure Project (CDP) and Global Reporting Initiative (GRI-G4). Electrical and steam generation from the combustion of natural gas and coal results in NOx and SOx emissions. None of TCLs operation processes across geographies consume or generate any significant ozone depleting substances (ODS).

To protect the ecosystem and people from surrounding, we continue to implement internal safety norms keeping climate change impacts in mind.



Our Efforts Across TCL Geographies

- Since 2004, Haldia has been monitoring total fluorides instead of gaseous fluorides. An additional scrubber was designed and installed in the SSP plant, per E&I.
- Initiatives such as MUW FBD and modifications in the vacuum system, replacement of the flash vessel and its bypass system at the power plant, use of effluent solids in cement manufacturing, generation of wind energy, and increased production of bicarbonate, have contributed to decreasing emissions at Mithapur.
- At TCNA, approximately 95% of Soda Ash is dispatched by rail, which is energy-efficient, while the rest is dispatched by diesel semi-trucks. Bag-houses and scrubbers control fugitive emissions, leaving zero impact on the environment. The recently installed low NOx burners reduced NOx emissions by 75% reduction.
- TCM undertook an on-spot measurement of NOx and SOx in November to help understand impacts if any.





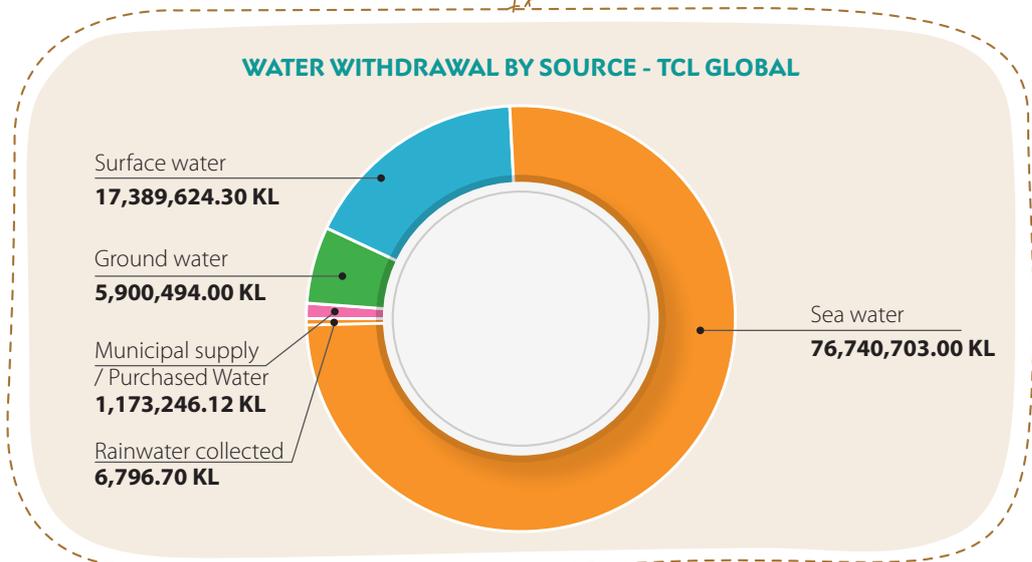
- At TCE, the pointed reduction in steam losses at Lostock due to a PRDS refurbishment project, and about 15% efficiency improvement in gas usage per tonne of salt produced due to the return of a G100 evaporator to service at the Middlewich site, contributed to an overall fall in Scope 1 emissions.

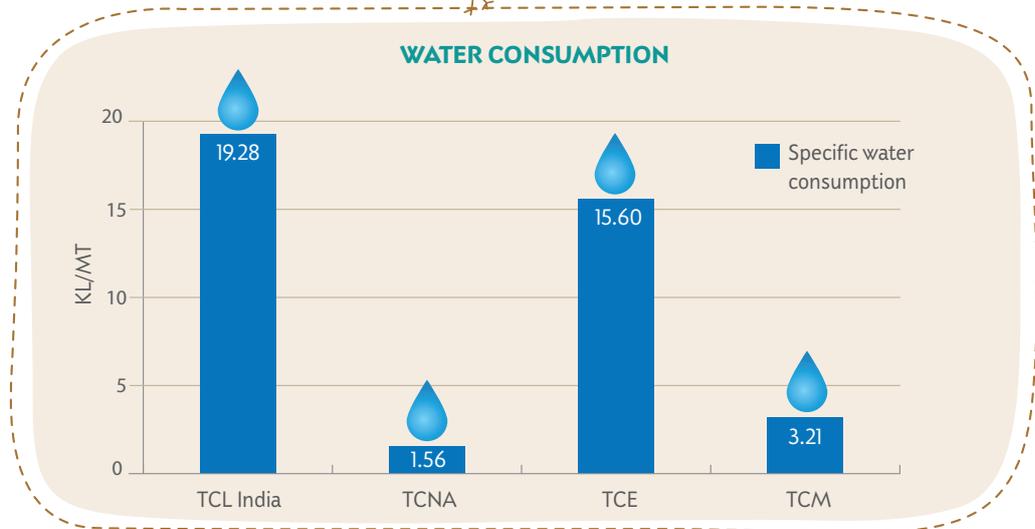
Water

Being a vital natural resource, TCL strives to use water responsibly and prudently, and all measures are geared towards the metering and monitoring of water sources. Centred on the Water Footprint Network Netherlands methodology, TCL India's comprehensive

water footprint and sustainability assessment helped establish direct product water footprints and site water footprints for blue, green and grey water. Our rigorous annual targets to reduce our water consumption are reviewed weekly.

Babrala's primary source of water is ground water extracted through deep bore wells. However this does not affect the availability of raw water to the local communities. Despite its location in the river Ganga basin, its distance from the river ensures no observed significant impact. Almost 81% of plant effluent water within the system is recycled in Babrala, while the rest along with domestic sewage, is treated and reused for irrigation in the green belt areas. In addition to two deep tube wells, Haldia meets its water requirement through the state Public Health Engineering Department's supply of treated river water from Geokhali. Mithapur continues to have zero dependence on ground water, meeting 99% of its needs by using innovative technologies to desalinate seawater, and recycling almost 94% of water utilised. Mithapur has also taken on in-house water conservation measures, including management of the rain-fed lakes.





The four TCE sites use a mix of drinking quality town water, provided by a third party and abstracted water from various sources. The abstracted water source is not very important to the community as it is neither potable water nor supporting industry. It is sufficient (under abstraction licenses) to ensure continuous flow in most circumstances. The water used on the sites is metered and abstracted water licenses issued by Environment Agency are complied with. A majority of water used at the sodium bicarbonate facility, is abstracted from the river Weaver.

The Magadi community are predominantly herders and their livelihoods rely heavily on the natural water resources in the area. In order to ensure efficient consumption of water, TCM has set up an elaborate system to evaluate how water is tapped from the intake point, its flow to the Magadi town's water tank station and its treatment and distribution to the various areas where it is utilised.

TCNA is allocated water from the Colorado River Basin through its tributary, the Green River, and has never exceeded this allocation. Because of the importance of Colorado Rivers fresh water, with over 40 million people in the United States and Mexico depending on this source, the TCNA site has ensured zero waste water discharge.

Our Efforts Across TCL Geographies

- Babrala's rain water harvesting and making of recharge pits helps conserve and recharge water.
- By recycling most of the effluent generated from phosphoric acid plants, Haldia moderates fresh water withdrawal and recovers phosphates. Before discharge, an Effluent Treatment Plant treats excess effluents from the sulphuric acid plant, phosphoric acid plant and the Demineralised water plant. Large gypsum ponds are used to extract gypsum from phosphoric acid plant effluents, which is then sold as a by-product.
- The new housing development in Mithapur township has structures for rain water storage, in addition to a strong rain water collection system and new rain water collection ponds.

TCNA is allocated water from the Colorado River Basin through its tributary, the Green River, and has never exceeded this allocation.



- In Mithapur, the unavailability of quality water to the community is cause for concern, driving TCSR (Tata Chemicals Society for Rural Development) to implement various water conservation projects, that support agriculture, animal husbandry, and domestic and personal consumption of water, through the provision of adequate, assured and good quality water.
- Initiatives to reduce water consumption at TCNA, have resulted in approximately, 84% of the water previously lost to the evaporation ponds as part of tailings disposal, being recovered.
- At TCM, product spillages from conveyors and dissolution of soluble salts in the washery stage of product processing, directly use spring water recycled back to the lake without any treatment.



Waste

Waste has the potential to pose a threat to people, health and the environment if not managed suitably. TCL is committed to the optimisation of resources and the use of alternatives to minimise waste, the use of innovation to reuse and recycle waste, and to responsibly dispose what cannot be reused. Waste-related goals are considered in our BSC and RMI.

Hazardous and non-hazardous waste

TCL understands that waste minimisation is beneficial to both the economy and the environment. All sites strictly enforce on-site segregation of waste, so that all hazardous and non-hazardous waste can be sold to authorised and registered dealers and all organic waste is composted. None of TCL's sites internationally ship any quantity of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention 2 Annex I, II, III and VIII. No discharges of water and runoff by any of the sites of Tata Chemicals affected any water bodies or related habitats.

Our three plants, namely TCNA, Babrala and Sriperumbudur, do not discharge any wastewater outside the boundary. The effluent from process is being treated at ETP, from where it is being utilised for green belt development purpose in plant premises.

All sites strictly enforce on-site segregation of waste, so that all hazardous and non-hazardous waste across can be sold to authorised and registered dealers and all organic waste is composted.



- ▶ TCL, Babrala has implemented 100% reuse of waste water treated domestic and industrial effluent and collected rain water for agricultural use and irrigation in the green belt.
- ▶ Primary, recycled material at TCSAP is dehydrate crystal configuration of soda ash that develops in the holding ponds. This material is mechanically harvested and returned to the process to supplement the production output. Any spillages during product load out collected using vacuum trucks and returned to the production.
- ▶ At Haldia plant, 100% of phospho-gypsum generated during manufacturing of phosphoric acid is sold as by-product.
- ▶ The sulphur sludge generated in sulphuric acid manufacturing is used as filler in single super phosphate. It reduces virgin material consumption, silver sand as well as provides additional nutrient to plants as elemental sulphur.
- ▶ Utilisation of molten sulphur, a neighbouring refinery by-product is sourced through specially designed steam jacketed tankers directly. Utilisation of molten sulphur reduces equivalent quantity of imported sulphur.

For industrial discharge physico-chemical method is used and for domestic discharge biological method is used.

We dispose hazardous as well as non-hazardous waste to approved recyclers (as per HWM rule) and vendors respectively.

We have noticed some spillage (2 at Sriperumbudur, 1 at TCNA and 1 at TCE) during the year which have been taken care of by the respective site teams to ensure minimum impact to the environment as well as to society.

Biodiversity

TCL remains steadfast in its commitment to 'Zero Harm' to People, Health, and Environment and meticulously assesses the impact of the organisations operations on the local environment and biodiversity. EIA studies have indicated no significant negative impact on the native flora and fauna. We continue to support species conservation efforts through the Dharti Ko Arpan programme.

TCL has made unrelenting efforts to restore the balance in Mithapur, where the ecological conditions are harsh and semi-arid, by converting wastelands into a greenbelt.

The Charakla Saltworks forms a 30,000-acre man-made wetland, which in addition to producing solar salt, brine and gypsum for use at the Mithapur Soda ash, salt and cement plants, sustains a diverse population of native and migratory waterfowl. Over 121 species of birds have been observed at Charakla saltworks over the period of time. This site is the only active nesting site for the Caspian Terns (*Hydroprogne caspia*) in the



country, and also provides refuge to these waterfowl through the year.

Mithapur is host to a 150-acre botanical reserve for the conservation of native flora. This ex-situ conservation attempt by TCL is home to an exclusive 30-acre plantation of the endangered Gugal (*Commiphora wightii*) plant.

The Great Indian Bustard (*Ardeotis nigriceps*) and the Lesser Florican (*Sypheotides indica*) found in the Okhamandal region, where the Mithapur chemical plant is located, have not been sighted since the late 1980s, because of the disappearance of their grassland habitats due to the proliferation of the Gando Baval Prosopis Juliflora bush. The Indian Wolf (*Canis lupus*) has now become an endangered species.

Climate change has triggered rising sea levels, and exacerbated the coastal erosion problem, altering the sand dune contours at the marine turtle nesting beaches in the Okhamandal region. Now featuring steep inclines, these dunes are difficult to manoeuvre for turtles trying to reach their nesting site, posing a threat to the population growth of the already endangered Olive Ridley (*Lepidochelys olivacea*) and the Green Turtles (*Chelonia mydas*). TCL's Marine Turtle programme has been monitoring

the situation. TCL's commitment to boost marine conservation in Gujarat, has led to key partnerships with the Wildlife Trust of India to protect whale sharks and with the Gujarat Government for Whale Shark Conservation and the Mithapur Coral Reef Restoration projects.

Covering an area of around 1 square kilometre, TCL is working with the Wildlife Trust of India and the Gujarat State Forest Department to restore the Mithapur coral reef. Local coral species have been successfully transplanted and a coral garden is being built by laying limestone and concrete blocks underwater.

Solidifying our commitment towards constant improvement, programmes such as grasslands development, mangrove conservation and regeneration at the west coast near Mithapur, restoration of highly alkaline soil conditions at Babrala, and at east coast for the Aila affected region of Sundarban near Haldia, were kicked and are on-going. In Okhamandal, an employee-volunteer-backed biodiversity reserve plantation project was implemented to preserve indigenous vegetation. Through the project, over 150 acres of land were afforested with 12 native species of vegetation. All sites run projects such as community conserved wetland, eco club programmes and organic waste converters. Babrala continues to run the biodiversity mapping programme.

Impact to biodiversity at TCNA are limited to 1 IUCN Red List Species within, and adjacent to, land under direct control of TCNA — either through ownership or mineral lease (permitted mining area). The habitat of the sage grouse is protected under Wyoming State Law. Although numerous other species within the habitat are associated with the TCNA Green River, Wyoming operation, none are currently threatened by the operation. In the FY 2016-17 no new surface disturbances



or habitat destruction were created as a result of the TCNA Green River operations.

At TCNA, habitats protected include the greater sage-grouse habitat or sage-grouse core habitat as it is referred to under state law (State of Wyoming Executive Order 2015-4 – Greater Sage-Grouse Core Area Protection). This habitat comprises 6,500 hectares or 45% of the total permitted mining area of 14,450 hectares. Due to the limited surface disturbance associated with the TCNA's underground mining operation, only approximately 4 hectares of surface disturbance has been made, to date, within the portion of the mine permit area that is characterised as sage-grouse core habitat. TCNA adheres to the State of Wyoming Executive Order 2015-4 – Greater Sage-Grouse Core Area Protection through multiple conservation agreements.

Tata Chemicals and other industry partners participate in Wyoming Mining Natural Resource Foundation's conservation efforts. The Foundation has filed a Candidate Conservation Agreement/Candidate Conservation Agreement with Assurances with the United States Fish and Wildlife Service and Bureau of Land Management which outlines how Tata Chemicals and other industry partners will manage their operations, within and adjacent to the greater sage-grouse habitat to avoid, minimise, and mitigate impacts to the bird. TCNA has demonstrated resolve towards wildlife commitment by agreeing to these agreements, which constitute a 30-year obligation, even though they are not yet finalised in the Federal Register.

At TCNA, habitats protected include the greater sage-grouse habitat or sage-grouse core habitat as it is referred to under state law.



At TCM, no habitat area has been impacted or affected due to TCM mining activities. At TCE, regular compliance with regulatory permits and operating permissions has ensured no significant impacts.

Natural Capital Valuation

Tata Chemicals has been piloting various methods for understanding its externalities. One of the initiatives taken up was to conduct a Natural Capital and Biodiversity baseline study under the guidance of CII-IBBI for fertiliser business. Under this, best practices from our fertiliser business have been selected and published as well thorough CII-IBBI during Mexico conclave.

Taking this forward, we have also joined the Tata Sustainability group for being a part of the natural capital coalition and have used this methodology to try and conduct the valuation for our chemicals plant at Mithapur.

Based on all learnings we have now collaborated with CII- ITC centre for excellence on sustainable development, who have developed an IT based Natural Capital Valuation tool which we will pilot in our chemicals business in FY 2017-18.

We have also developed an internal tool - RMI to track sustainability aspect on monthly basis across the organisation that works on a principle of continuous improvement.



REfuelling RESPONSIBILITY

TCL works cohesively to protect human health and develop, maintain and leverage resources to ensure implementation of responsible product stewardship.

“ Our employees work hard to ensure our products are responsibly manufactured, stored, transported, used, disposed and recycled in a manner that shows high regard for human health, safety and environmental stewardship. ”



Product Stewardship



Customer centricity occupies a vital space at Tata Chemicals driven by the customer promise that has been adopted by all of TCL's businesses. We aim to respond to all our stakeholders especially our customers. We have undertaken various activities towards customer engagement. Product stewardship has always been the key element which has driven long term sustainability through responsible care's product stewardship code.

Product Responsibility

The first step is the production and handling of products in a safe manner minimising the health, safety, social and environmental impacts throughout its life cycle. Product safety encompasses selection of safe raw material, use of safe processes and adoption of safe practices for handling products. Our employees take this responsibility very seriously and work hard to ensure that our products are manufactured, stored, transported, used, disposed and recycled in a manner that shows high regard for human health, safety and environmental stewardship. Along with our manufacturing operations, our

stakeholders, such as suppliers, distributors, contractors, retailers and consumers also play an important role for the same.

Risk assessment takes place throughout the business at all levels and includes our products wherever applicable. With regards to product categories, we have Material Safety Data Sheets (MSDS) in place to protect the end user. Also the specific certification requirements of regulatory authorities and markets, like ISI, FSSAI, Halal, etc., are provided on the product labels or catalogue as per their applicability.

We ensure that we meet all compliances regarding our product labels. Information on the source of product is provided where applicable. Not only this, safety information is also provided on our farm related products as per the statute. The details of the source of product is also provided on the label wherever it is required. In the Farm essential business, the source is mentioned as "domestic" and "imports" in case of imports.



Advertising

Advertising of our products and improving market image are based on our own merits without encroaching on others through unethical means. We engage only reputed advertising agencies who are members of ASCI and, hence, all our advertising is as per ASCI codes. The procedure to be followed and adherence to applicable standard codes is under the control of the ethics counsellor. There have been no case of non-adherence to regulations.

Packaging

The Mithapur plant and all Tata Salt packing centres are HACCP (Hazard Analysis at Critical Control Point) certified. Being the first salt brand to be HACCP certified, means that Tata Salt is the most hygienic salt available in India. As a sustainability initiative, reusable primary outer bags have been introduced by the salt team wherein the finished product, packed in 1 kg PET poly pouches, is repacked in the used primary bag, thus reducing the overall usage of high-density polyethylene (HDPE) and making the outer packaging more environment-friendly. The team is working on making the 1 kg bags 100% recyclable and will pilot the same for one product in the coming year.

We are continuously making efforts to reduce packaging through innovative solutions such as jumbo bags. We have increased the use of bulkers, especially for soda ash. We started moving bromine in a bulk form through ISO tankers and use bulkers for fly ash. Currently, we have seven bulkers for soda ash, two ISO tankers for bromine and transporters' bulkers for fly ash.



Contents of the product are mentioned where applicable. Our farm essential products mention the contents of the products as per fertiliser control order. Contents are also mentioned in our food products to inform the customer regarding the benefits/impacts of the products. Information is also provided regarding safe disposal of product as applicable, especially for our farm essential business. We provide information regarding "expiry date" on our product labels where applicable. All packages, both retail and bulk, contain product information including the product manager's address/CRM (customer relationship manager) contact number to enable consumers to correspond. All of our information is voluntary with various branding elements and is available with no comments on competitors or any regional bias statements.



Supply Chain

TCL's key suppliers are for its major raw materials like natural gas, limestone, raw brine, solar salt, coal, bittern, phosphoric acid, potassium chloride, rock phosphate, ammonia, sulphur, MoP, DAP and packing material (HDPE bags) for the manufacture of our wide product range. There are also suppliers who provide manufacturing equipment/machines/apparatus (mechanical, electrical, civil, instrumentation, laboratories) to TCL. Wherever required, TCL also does annual maintenance contracts with such suppliers. The respective State Electricity Boards supply electricity at locations wherever required. The other key suppliers for TCL include transport and logistics (rail and road) providers for transportation of its raw materials and finished products.

Supply chain management is the key to product safety which starts from selection of raw materials to the dispatch of finished products. These are handled, stored and used in accordance with SHE guidelines. The selection of material suppliers comprises the following critical criteria:

- Registered and reputed organisation
- Complying with applicable statutes
- Following the best SHE management practices at site and certified for ISO-9001/ISO-14001/OHSAS-18001 systems

New vendors are usually sent registration/prequalification process/form that includes information related to environmental practices, policies and management controls. At the Sriperumbudur site,

environmental performance assessment is still to be initiated.

After selection, the suppliers' SHE and applicable labour management practices are evaluated through site visits and shop floor interactions. Periodically, key suppliers are evaluated and can also undergo continual monitoring if evaluation criteria or appraisal sheets deem it so. This enables gap identification and further improves their management systems. Our expertise and experiences are also shared with them for dealing with SHE issues related to their operations and practices. The supply chain members conduct training and improve awareness among concerned stakeholders on handling, storage, transportation and distribution.

At TCNA the supply chain is organised with a corporate function (reporting to the CEO) in Rockaway, NJ and a plant function in Green River, Wyoming. The supply chain is responsible for all aspects of moving finished product to end markets as well as procurement and warehousing. The supply chain and procurement groups work closely to drive supply chain sustainability. A sourcing policy has been written and put into place. Through negotiations several key suppliers have been established in the local community to better serve plant operations. As the

Supply chain management, the key to Product safety, which starts from the selection of raw materials. These are handled, stored and used in accordance with SHE guidelines.





procurement team continues to build supplier relationships we will continue to expand on these programmes and try to move additional key suppliers into the community.

At TCE the organisation's procurement is responsible for managing all third party suppliers for TCE and British Salt excluding the CHP business. Intercompany trade is managed via our Sales department. Supply chain management is developing to go beyond the first tier and second tier of suppliers, to investigate the source of manufacture or origin of goods. However, currently only first and in some cases second tier of the supply chain is managed.

At TCM Supply Chain function is subdivided with logistics and shipping. Logistics function covers all rail and road operations for outbound cargo. Warehouse operations at both KNTC and Kajiado, direct sales and invoicing in Magadi, Kajiado and KNTC.

In TCL, India, we have a vendor development programme to promote local contractors and service providers. We also promote skills and livelihood development in the neighbouring community through various training and community development programmes.

TCL has in place supplier sustainability guidelines which have been shared with

key suppliers. An online self assessment is being promoted for sensitising suppliers on the guidelines.

No negative impacts have been identified as of now. No screening in terms of human rights has been done as of now. We are working on improving our screening processes in line with various statutes e.g. UK Modern Slavery act. At TCE, In line with the Modern Slavery statement, we are in the process of identifying high risk countries from our supply chain to take a targeted approach towards screening suppliers.

Customer Engagement

TCL continues to promote a customer centric approach and culture within the organisation. We are committed to create a positive customer experience at every touch point. We are a global company that caters to diverse set of customers and needs and requirements vary from business to business and so do the methods of engagement and capture of their feedback. A variety of approaches are used including customer satisfaction surveys for each customer group, customer contact programmes, e-customer care, customer feedback captured by our ChemConnect call centre, senior leadership visits, annual distributor's conference, COO club, customer care system as well as other listening and learning posts. Kano model helps us in identifying parameters to evaluate the dissatisfaction, satisfaction and delight of the customer. The feedback and complaints provide opportunities for improvement.

Customer Satisfaction Index (CSI) and brand health studies are conducted through external agencies using statistically valid sample sizes on a quarterly/half yearly/ annual basis for TCL, covering all the Indian territories and international markets where the company exports. The reports and findings of these surveys/studies are

communicated to front facing staff and other relevant function team for action planning for improvement.

A written undertaking is given to all the customers about non-disclosure of their responses received for the CSI surveys. The 100% primary data relating to customers is on the ERP (SAP) in the form of master data, which is fully secured; no unauthorised access is available to anyone. Changing/creating options are given only to key authorised individuals. We do not share or sell this information except if required under any regulation, but only after the consent of the concerned person. We use the legatrix on-line system to monitor compliance with legal statutes where applicable and for voluntary codes our approach is to maintain the brand equity index, monitoring GRP at the time of campaigns.

The Nutrition solution business has developed an in-house survey mechanism and arrived at key metrics for business to estimate customer satisfaction.

The Voice of the Customer (VOC), i.e., customer feedback/suggestion/perception, is gathered from various sources like regular customer visits by the sales team, feel the pulse (customer visits by the sales team), communication meetings, quality function deployment, CSI, customer circles DART reports and COO club meets, are integrated on a regular basis to serve as inputs for current and future products, services and customer support.

A web-enabled Customer Care System (CCS) has been deployed to effectively manage all customer complaints. Customers of industry essentials are provided with a separate and unique user ID and password for logging complaints on the CCS. Consumers are also provided contact numbers/e-mail id/address of the customer care cell/ChemConnect on packs and bags. This web enablement of the

system helps reduce complaint handling time and ensures expeditious closure of complaints. Customer support is conducted through various mechanisms such as the customer web portal that enables customers to directly log in and view their order status at TCNA. Supplier Managed Inventory (SMI) is another portal for key salt customers at TCE. Key accounts for global chemicals, Crop advisors for the farm essentials, Tata Nutrikart online channel for consumer products are some other customer support mechanisms.

A toll-free number allows farmers to register complaints, suggestions or inquiries about our products/services. All consumer products are registered with the FSSAI and adhere to all the requirements under it.

Customer satisfaction survey is carried out by the Company every year. Overall customer satisfaction for FY 2016-17 is given below.

Location	Criteria	Customer satisfaction score FY 2016-17
Chemicals		
TCML	Company image	79%
	Overall	73%
TCNA	Overall	85%
India Chemicals	Overall	82%
TCE	Overall	61%
India – Consumer products	TCL distributor	71%
	TCL stockist	73%
	TCL retailer	75%
India - Agri products (15-16)	TCL dealers	77%
	TCL retailers	75%
	TCL farmers	67%

REtaining TALENT

By creating engaging work environments, TCL seeks to optimise, nurture and strengthen its processes through values, ethics and employee welfare.



“

TCL, a diverse organisation, operating in four geographies, our HR processes are customised to meet the local regulatory and business requirements and culture.

”



Employee Well-being

AT TCL WE ENSURE THAT OUR HUMAN RESOURCE POLICIES, PROCESSES AND PRACTICES ARE ROOTED IN OUR VALUES, ETHICS, AND DIMENSIONS OF CARE AND WELFARE.



People are at the heart of TCLs work, and our engaging and challenging work environment, nurtured by our Human Resource (HR) team, plays a vital role in complimenting the business' strategic objectives. Our Corporate HR team sets the long term goals and lays down the overall approach, evaluating and improving HR systems, determining policies, and building frameworks. Our Business HR teams, embedded in each business, deploy various people-focussed interventions with an emphasis on positively impacting the business goals. Spanning four geographies, the HR processes are tailored to local regulatory and business requirements, and also address cultural diversity.

Employment

TCLs online Manpower Requisition Form (e-MPR) facilitates seamless recruitment, eliminating paper-work and simplifying tracking and reporting. Driven by our business needs, we use multiple sourcing strategies from retaining placement consultants, to employee referrals, to

internal job postings (SHInE+) in India, and campus hiring. A mix of trainee recruits from engineering and management institutes across the country and experienced lateral hires, are typically sought and evaluated on three key criteria, functional knowledge, behavioural skills and/or leadership attributes. To attract and retain talent, even at remote manufacturing locations, TCL remunerates employees competitively, rewards good performance and helps plan career progression. Additionally, employees can request job rotations, secondments and overseas deputations, avail the learning and education opportunities, and participate in special projects.

Tata Chemicals Europe (TCE) is one of the few remaining domestic companies in a sector where manufacturing is on the decline, taking its toll on employment opportunities. TCE largely employs locals, with over 65% of our employees living close to our sites. Although the Cheshire West and Chester Council report, indicates that 99% of Northwich and the surrounding areas are occupied by





white British or Irish people, TCE ensures that some percentage of employees are from an ethnic background. UKs strict employment legislative requirements underlie our employment policies, helping us to adhere, and also implement fair employment practices and flexible working.

Almost 94% of our TCNA employees work at Green River, Wyoming while the rest work at the corporate office in Rockaway, New Jersey.

Contract Workforce

TCLs contract workforce is approximately 5654 strong and works across our manufacturing sites. The contract workforce is employed under contractors, who are monitored and audited to ensure compliance with the statutory norms, with the following objectives:

- Timely submission of returns per the statutory timeline, with accurate information from the contractors.

- Maintenance of all contractors' records and registers per TCLs statutory norms.
- Data accuracy and control of manpower resulting from continual improvement in record management.

In order to be paid, an individual contractor must be certified by the personnel department. Lapses in filing statutory returns or maintaining accurate records, attract penalty as per the terms of agreement. The agreement mandates that all suppliers and contractors pay their employees in keeping with the Minimum Wage Act, without any deviation, and non-conformance results in strict action from TCL. Regular training in managing the statutory requirements and records of their employees, ensures that all contractors are well-versed with our norms and understand the seriousness of non-compliance. TCE works closely with master recruitment vendors like UNITE and GMB to ensure that contract employees are paid in line with full-time employees.

Labour Relations

Driven by our 2020 vision to make TCL an inspiring place to work, we have laid robust people policies and frameworks, building a strong foundation for the retention and development of employees, leading to improved profitability in the long-run.

We believe that our employees have the right to join a union and we have established, and maintain regular, constructive dialogue with our union partners for standing agenda items. Our empowerment model is based on a strong conviction that a participatory approach towards a problem's solution help in increasing cohesiveness, bonding and proactive management. Our committees reflect this approach, with diverse representatives from all sections of the workforce participating. Our committees are listed on the next page.

Committees (India)	Function
Joint Management Council	Addresses issues or concerns of administrative nature or related to facilities.
Works Safety Committee	Discusses possible safety improvements.
Canteen Committee	Improves canteen facilities.
Sports Committee	Promotes sports and sportspersons.
Cultural Committee	Promotes arts and entertainment among employees.
House Allotment Committee	Ensures equal empowerment by deciding the norms for house allotment and addressing concerns.
Town Safety Committee	Discusses improvement possibilities related to township safety matters.
Kamdar Club Committee	Decides on facilities for sports, entertainment and a library in Kamdar (Workmen) Club.

We have learned that industrial peace is vital to achieving efficient production, making labour management critical at Mithapur. The number of employees in the 'bargainable' category is 1609 and approximately 5654 more are working through contractors. Our implementation of the 'Code of Discipline' by way of recognition of the union, is considered a fair and transparent recognition system for the unions, and is used as a best practice by some governments and public sector units.

At Mithapur and Haldia, we put in place long term settlement deeds with the union to ensure smooth and transparent running of these plants, with no room for ambiguity.

At Mithapur and Haldia, we put in place long term settlement deeds with the union to ensure smooth and transparent running of these plants, with no room for ambiguity. Our Joint Management Council (JMC) proactively addresses any administrative, facilities or day-to-day operations related issues or concerns. Our Mithapur plant, is compliant with the requirements of SA 8000 standards of Social Accountability International and certified by RINA. At the Haldia plant, workmen can avail various channels for grievance redressal such as drop boxes, We Care Portal, etc.

Post 2014 business restructuring, TCE has redefined its people framework to align with the business. Our HR and payroll system complies with HMRC, and a self-service system allows our managers and employees to access people data round the clock. Widely publicised at TCE, the Tata Code of Ethics coupled with a formal mechanism for raising issues, has prohibited any form of discrimination in the last year.

At the TCNA, Wyoming, a labour union named United Steelworkers Union with whom we have a three year contract, represents over 370 non-management employees on site. All union member labour issues are negotiated with this union through a formal grievance and arbitration process. Negotiations with the union were taken up and a three-year agreement completed at the end of 2016.





TCL'S POLICIES INCLUDE:

- Prevention of sexual harassment at the workplace
- Conduct and Discipline Policy
- Smoking and substance-free workplace
- Prohibition of Smoking at Public Places Policy
- Working Hours Policy
- Leave Policy
- Death in Service Policy
- Housing Loan Interest Subsidy Policy
- Medical Assistance Policy
- Leave Travel Assistance Policy
- Cardinal Rules of safety and consequence
- Management Medical

respondent anonymity, paints an unbiased picture of the employee engagement levels. In FY 2016-17, the engagement score was 68% compared to 73% in the last year.

Focussed group discussions (FGDs) at the organisation, business unit, site and function level help create action plans to address any concern areas, which are then reviewed at the monthly review meetings. A manager scorecard, that aids in identifying specific workgroup-related engagement factors, is given to managers with over five direct reports. Skill-level meetings, town halls and exit surveys also help gauge employee engagement. Effective employee engagement mechanisms have influenced changes in policy such as flexi work timings, paternity leave and health and wellness.

Employee engagement is sustained through goal and strategy alignment, performance-linked schemes, open channels of communication, township benefits and allowances, and rewards and recognition. 'Awaaz' at Mithapur, 'We Care' at Haldia and 'HR Clinic' at Babrala, enriched employee engagement, and helped address employee issues and grievances. 'Special Thanks and Recognition Scheme' (STARS) in Babrala and 'E-Spark' in Mithapur, were set up as rewards and recognition frameworks to highlight employees' performance and reward the upholding of TCL's values. Our quarterly 'Let's Chat' forum facilitates conversation and interaction between the leadership team and new candidates. Employees can also participate in CFTs, theatres, cultural events, family days and CSR events.

Measures such as retention rate, regrettable losses, employee referrals, response to internal job postings and improved safety indicators also indicate engagement levels. At TCE, our measures and mechanisms have directed us towards key improvement areas particularly around senior leadership and employee development. We invite



Employee Engagement

TCL is unwavering in its commitment to foster a supportive and challenging work environment, leading to concentrated efforts to engage with employees and monitor employee engagement levels regularly. In addition to formal and informal mechanisms to assess the engagement levels of its workforce, TCL uses the annual global ESS (Xpress), which on account of



employees to participate actively in forums designed to address these issues. Our employee induction helps our staff better understand their role in the bigger picture. Nominated employee representatives can also meet the MD and other senior managers quarterly to discuss the company's future strategy through an employee board.

Training & Education

Through an assessment of competency gaps, shifts in environment, business requirements, TCL designs and customises training programmes that cover crucial areas such as technical skills, health and safety management and sustainability. Learning initiatives that contribute to building or enhancing role-critical skills are made available to the employees across the organisation. Employees can also be nominated for quality training programmes at the Tata Management Training Centre (TMT). In FY 2016-17, TCL accounted for 9871 training days with employees receiving an average of 27 hours of training.

TCL's induction programme, 'Induction Course for Enabling Positive Traction' (InCEPT) is conducted in three phases for lateral recruits. Our Management Development Programme (MDP) empowers people to handle future challenges. Our e-learning platforms allow employees to take responsibility for their personal development, by providing any-time access to various skill and competency development courses, that can be completed at the employees own pace. 'Agruti', our agri learning initiative helps employees develop technical capability at manufacturing sites.

Reflecting our sustained focus on safety, SurakshaJyot at Mithapur, Process Safety Management at Babrala and SRESHTO at Haldia, continued to run. At Mithapur, TCL's government-recognised apprentice training school, helps the workmen cadre get certified on certain skills, even allowing



them to study for an ITI certification. In Mithapur, 3354 trainings adding up to 38906 training hours were conducted, imparting skills ranging from safety and health to technical skills, managerial and behavioural training, and sustainability. In Babrala, technical, functional, managerial and behavioural trainings for management, officers and trainees and contract employees were conducted through classroom and on-the-job trainings, the e-modules and Company sponsored external programmes including BOE and Energy Management programmes. In Haldia, the PMS identified 263 training needs and completed 88.1% of those needs. Sriperumbudur hosted trainings on management and personality development, environment, and safety. The Centre in Pune hosted trainings on Leadership development PMF, PMS, fire-fighting and first-aid. A quarterly calendar is shared with all employees.



At TCE, the e-learning suite we adopted from TCL, is utilised by our employees to enhance self-development and in the last year, 385 employees were trained over a total of 4000 hours. Classroom trainings are held to impart technical, health and safety skills. To develop the potential of our leadership team, we run a leadership programme for all employees on a first-come-first-serve basis. Our Assessment for Development Centre helps us identify emerging leadership talent within the business, allowing successful candidates to access personalised support and mentoring on their individual development plans.

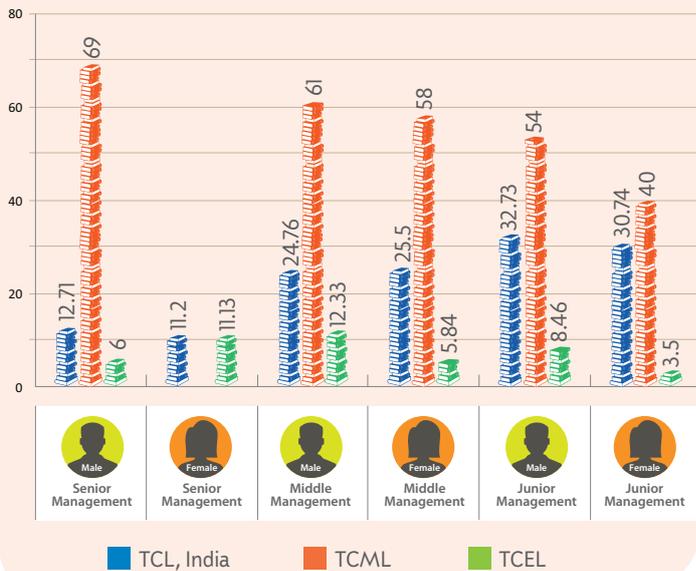
Our 'Katalyst' programme, helps in developing and deploying internal talent as faculty for other internal programmes such as AMT, safety, sustainability, MBE, LSS and technical training. Our Google tracker helps the training manager track adherence to training needs. SpringBoard, builds a pipeline of technical and functional specialists and leadership for the business, through a talent management process.

At TCM, training programmes focus on function, leadership, behavioural, managerial and technical skills and organisational requirements.

At TCNA, training is differentiated as safety training mandated by MSHA and skill development. Employees were involved in an 8-hour surface and mine annual refresher conducted annually each February and March. New hires undergo 24-hour surface and mine new miner training, whereas experienced miners take an 8 hour experienced miner class. Operations of new equipment of transfers to a new position requires employees to undertake task training. All contractors, vendors and visitors watch a hazard training video before they enter the plant or mine. All employees can build a plan for career development, while trainings facilitate this process.



AVERAGE HOURS OF TRAINING*



EMPLOYEE BENEFITS

TCL is committed to the safety, health and well-being of its employees, reflected in the continued focus on building a healthy work environment. The company's policies and benefits are rooted in our values, and are reviewed every year to stay relevant. Several interventions such as audits, trainings, rewards & recognitions, and process and design improvements were undertaken during the year.

*Currently, TCNA is not collating training hours on gender basis.

All employees are covered under Group Personal Accident Insurance or Workmen Compensation Insurance. In addition to employee medical insurance, employees are administered annual health check-ups, and have access to medical facilities and medical officers at all company locations. At Mithapur, contract workmen are covered under a Group Gratuity Scheme and a Suraksha scheme covers financial assistance towards death or disablement. Women employees receive special care with regards to amenities, travel, child care, flexible hours, and so on. Our benefits include a Family Benefit Scheme, meal cards, a subsidised canteen, uniforms, local bus service at sites, various amenities in our townships etc.

With regards to life insurance, all management and non-management employees are covered under Health Insurance Scheme (HIS), and can also claim domiciliary and hospitalisation benefits under this policy. Contract labour is covered under ESIC.



Benefits	Examples
Education	Sabbatical, professional assistance, higher education support, scholarships
Wellness	Annual medical check-ups, wellness initiatives, canteen, ergonomics, counselling, health insurance, flexible working hours, maternity leave policy, hospital facilities
Recreation	Leave Travel Assistance, clubs, fun at work
Township Amenities	Housing, subsidised electricity transport, uniforms
Safety	Emergency support, PPEs, Ergonomics, Suraksha Scheme Financial Support Retirement benefits, family benefit schemes, professional allowance, site allowance, perks, advisory services, pension plans

In 2014, we revised all core policies at TCE to ensure they are in line with the new legislations in the UK. Our policies now reflect new laws such as shared parental leave. TCE has a number of family-friendly policies and benefits, including flexible working hours, shared parental leave, child care vouchers, generous holiday entitlements and the advantage scheme (offers discounts at many major retailers). We also have an occupational health provision and life insurance for all employees. In addition to the regular retirement scheme, the DB Pension scheme allows employees to apply for ill-health early retirement. Employees can also access unpaid parent leave for up to four weeks in a year, until the child turns 18 years.

In TCM, all employees are covered by Life Insurance up to four times the individuals'






mytclworld

MyTCLworld is a storehouse employee related resources such as health and safety, and HR. It allows employees to access to all our policies and benefits such as:

- HR policies
- Staff handbook
- Manager guidance
- Employee referral scheme
- Pay and benefits page includes pension portal/advantage scheme/kiddivouchers/gourmet society/EAP/gym membership/medicash/PMI/payroll giving/TATA privilege

salary and healthcare up to KES 95M per annum. Permanent employees also receive retirement benefits.

TCNA's competitive employee benefits package is made available to employees immediately upon hire and includes medical, dental, vision, life and disability insurances. In addition, we offer a wide range of additional benefits, including vacation, maternity and paternity leave, sick leave, an on-site medical clinic, personal time and educational assistance. TCNA runs a wellness programme and provides on-site medical facilities. Tata continues to monitor the competitive landscape to ensure that employees are provided with a competitive benefits package.

The total contribution (Continuing Operations) to Provident fund and other funds was INR 94.48 crore. The wages to be offered to an employee are mentioned in the respective states' factory rules. We offer a fixed minimum entry level wage as the



full time wage to an employee in the lowest permanent employee category. During the year INR 1,297 crore were incurred towards payments and provisions for employees - an increase of 2% over the previous year.

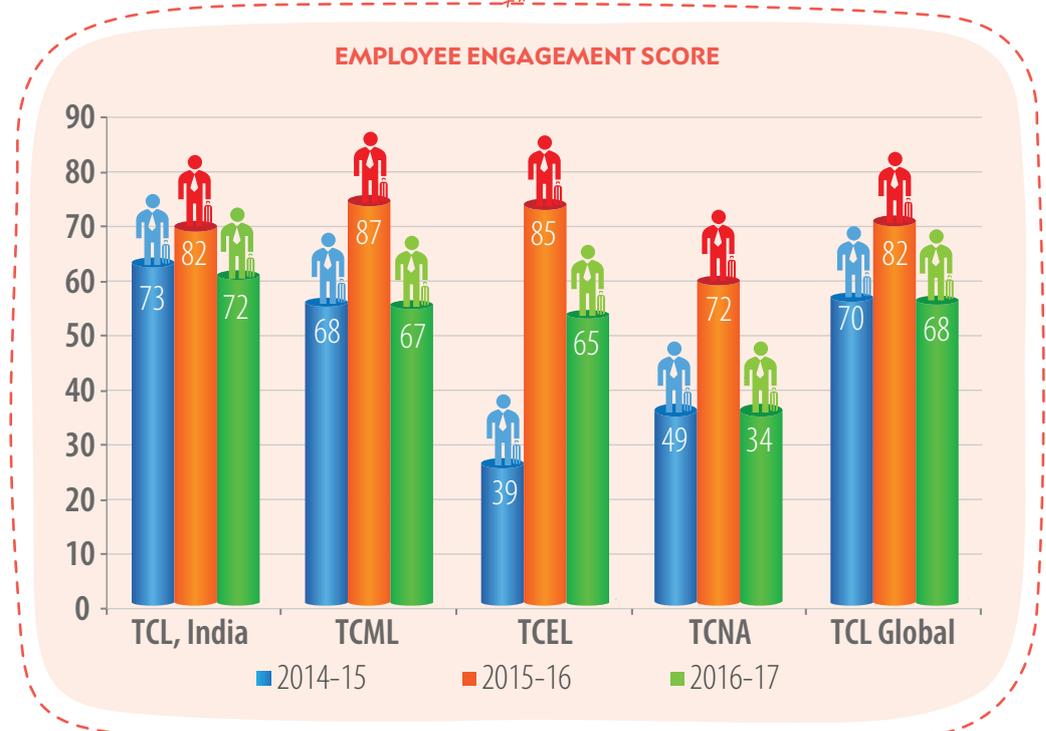
Diversity

As an equal opportunity employer and drawing strength from The Tata Groups diversity agenda, TCL practices gender diversity and promotes affirmative actions. In India, a diversity council with members from various businesses drives this agenda. A cross-country recruitment policy brings in knowledge, culture and region or language diversity, while also aligning candidates to the needs of the role. For instance, when recruiting for manufacturing sites or for customer-facing roles, hires from amongst the local community make sense as they have a better understanding and knowledge of local conditions, culture and



language. TCE values all employees and through its deep-rooted initiatives has proven to be committed to nurturing a holistic organisation of equal opportunity and intolerance of discrimination in the long term.

For more information visit: www.tatachemicals.com





REvitalising THE COMMUNITY

TCL partners with various organisations to develop sustainable livelihood models and help providing people their basic rights to health, education and sanitation for the targeted population.

“
BEACoN (Blossom, Enhance, Aspire, Conserve, Nurture) our overall community development efforts. We connect with society at large, to develop a deep understanding of our core purpose to improve the quality of life of the communities we serve.”



Community Development



TCL strives to be a neighbour of choice to its key stakeholders – its communities. Guided by the sustainability policy, support to key communities is an important driver, and is interwoven with business strategy, and extends beyond compliance needs. TCL strives to be a neighbour of choice to its key stakeholders – its communities. Guided by the sustainability policy, supporting these communities is imperative for TCL and is therefore interwoven with its business strategy. This community support extends beyond compliance needs and is addressed at every location as well. Each location has its own programmes aimed at creating local impact and promoting employee volunteerism. Last year, TCL clocked over 42595 volunteering hours across sites with volunteers providing their time, skills, and expertise to benefit the larger community.

TCL proactively approaches community, identifying all possible risks from its operations to the communities in each of its locations and taking suitable action, engaging with communities, and setting

internal processes such as emergency handling procedures to identify probable scenarios and mitigate or manage them. Key focus areas include:

- a. Environment: Emissions, dust, leakage of ammonia gas, discharge of storm water drains, spills, sharing of resources such as water etc.
- b. Social impact: Safety, occupational health, inclusion & diversity, capability building etc.
- c. Economic impact: Develop entrepreneurial abilities among the people etc.

TCL is embarking on a social capital valuation to understand the externalities associated with its operations, in consultation with the Tata Sustainability group.

TCE: Lends A Helping Hand

During the year, TCE's MD was a member of the Local Enterprise Partnership Board, and the General Manager for Business





Services was a member of the Mid Cheshire Development Board. Volunteering initiatives were undertaken to improve the localities including fence and vegetation clearance at a community country park, and the refurbishment of a youth club for under-privileged children.

The business supported TCE's corporate charity partner, St Luke's Cheshire Hospice, and helped raise £10,000. Chosen on account of its proximity to three of TCEs manufacturing plants, St Luke's, provides respite, care and family support to people with terminal and non-terminal conditions including dementia. Programmes ranged from regular day to day fundraising, to major events such as the "Rowathon". Some high profile events engaged the local community and garnered significant positive local press. The CSR team's thriving relationship with the charity is growing our local reputation.

Our representatives supported local educational establishments in events such as career fairs, to talk about how young people could build a career in manufacturing. TCE sponsored the Mid Cheshire "Make it in Manufacturing" event, a fun and interactive design competition, where 100+ children (13-14 years) learned about the career opportunities in

manufacturing. Three representatives were heavily involved in the event.

From time to time, our CSR committee reviews the initiatives and organisations supported by TCEHL to ensure that these are aligned with our major CSR drivers, charity, employee engagement, and our support of science, technology, engineering and maths (STEM).

TCM: Creating Opportunities

Community is a crucial stakeholder in Tata Chemicals Magadi's (TCM) mining operations because they perceive themselves as the source of the organisation's wealth, and are influenced by the historical factors such as dependence on the company, and informal treaties with the initial owners.

TCM established the Magadi Soda Foundation (MSF) to spearhead the community deliverables through fundraising and implementation of projects, and to enhance positive impact, and foresee and mitigate any negative impact. MSF piloted the renovation of Magadi Hospital, set up a tented camp and the tourism business, piloted dry-land agriculture and piloted a modern abattoir. MSF and TCM participated in a stakeholder's workshop led by the community in March 2016, to define the community development plan and prioritise their needs.

This year activities like the Lake Magadi Loita Hills Conservation Project, community engagement and solutions mapping, and the development of the SWOT memorandum and SWOT capacity building workshops on strategic CSR-March 2017 and July 2016 were undertaken. Key work areas include improving livelihoods opportunities, better food security and household economic income and curbing the culture of over-dependence on TCML by the communities.

TCM continues to provide medical services and clean water to the community, and is running three schools and a yearly bursary



programme. It is thus a model organisation, contributing to health, education and livelihoods in the community.

TCNA: Uplifting Local Communities

TCNA is involved with organisations like the Wyoming Mining Association, United Way, Chambers of Commerce, industry groups, environmental conservation groups, and the boards of local communities. TCNA makes charitable donations to local food banks and volunteer organisations, that focus on specific societal needs, amounting to USD 200,000 every year. We engage with the local community through involvement and volunteering in community events, projects, and programmes.

Indirectly, TCNA’s economic impact ranges from public education, community infrastructure, economic growth of community, to increased property value, and influences on the quality of life and social capital. By employing over 500 workers from the local community, TCNA has a multiplier effect on the local economy. Trona industry jobs in southwest Wyoming are some of the highest paying and most sought after in the area. The Trona industry (TCNA, Ciner Wyoming, Solvay Chemicals and Tronox Alkali) employs over 2,300 people and contributes over USD 1 billion annually to the local economy.

The TCNA facility is a Zero Discharge facility. Its remote location prevents exposure to local communities. Although

governmental oversight such as financial reporting, health, safety and environmental inspections, public comment periods for proposed regulatory changes, etc., provide the structure, guidance and policies that protect against potential negative societal impacts, we always strive to be a good corporate citizen and adhere to all local, state and federal regulations and laws including those relevant to worker rights and protections, environmental and health/safety compliance.

TCL India: Impacting Positive Change

TCL India undertakes social impact assessment periodically to report on the progress of current programmes and to understand future needs. This was last taken up in FY 2016-17.

In India we support the Community through our social arms: Tata Chemicals Society for Rural Development (TCSR), Okhai Centre for empowerment, Uday jubilee foundation. Our community support interventions are best defined by the acronym BEACON, which stands for

- B** Blossom
- E** Enhance
- A** Aspire
- C** Conserve
- N** Nurture

Blossom

Empowers local communities through capacity building and promotion of handicrafts

The Okhai centre for empowerment, promotes handicrafts to preserve traditional



By employing over 500 workers from the local community, TCNA has a multiplier effect on the local economy. Trona industry jobs in southwest Wyoming are some of the highest paying and most sought after in the area.



skills and provide sustainable livelihoods to artisans at all our sites. This year OKHAI focussed on product innovation, designing large design base, online sales & exports, and worked with 900 artisans across sites, generating a turnover of INR 2.21 crores.

The cluster development programme develops rural women's entrepreneurial qualities, and empowers them to set up their own production units. At Mithapur, six clusters worked on Bandhani, Rexene & Leather, Bead work, Jute, Block print and Coconut Fibre products. In Babrala, karzobi, incense, mobile chargers, solar table lamps, paper envelop, jute products and paper carry bags were promoted. TCSR helped

develop new designs for karzobi products to push product sales in the market and online.

Enhance

Augments community incomes through poverty alleviation programmes, primarily in agriculture and livestock management, and infrastructure support.

AGRICULTURE DEVELOPMENT PROGRAMME

TCSR interventions such as training programmes, exposure visits, crop demonstrations, supported with agri-equipment and seeds, benefitted 3187 farmers.

In Mithapur, the TCSR partnership with CSCP is implementing the OSGP project to double the income of farmers in 4 years, a project already benefitting 2800 farmers. TCSR also bolsters community based organisations to safeguard their sustainability. TCSR has formed 65 farmers groups including total of 845 farmers which also include women members. TCSR trained farmers on group governance and democratic decision making and is planning to develop a Farmer Producer Company. Three Agriculture Information Centres were launched in three villages to help farmers get instant answers to agriculture related problems, visited by at least 7 new farmers daily.

New crop varieties were introduced at all locations. In Mithapur and Sriperumbudur, TCSR promotes the use of organic fertilisers. In Babrala, TCSR promotes the cultivation of oil seeds, SRI method of wheat and vegetable cultivation. In Haldia, SRI method of paddy and sunflower cultivation are encouraged. In Haldia and Sriperumbudur, 160 households undertook mushroom farming.

ANIMAL HUSBANDRY

The Animal Husbandry programme focusses on dairy farming, including activities like OPD, FMD Vaccination, HS Vaccination, Deworming Camps and Animal Health



In Mithapur, the TCSR partnership with CSCP is implementing the OSGP project to double the income of farmers in 4 years, a project already benefitting 2800 farmers.



Camps at different locations. This year, 4048 animals were treated at OPDs, benefitting about 3500 households, and 63378 cattle were vaccinated for FMD and HS in Babrala. In Mithapur 38750 cattle and in Haldia 1084 cattle were vaccinated. This year 8 new Artificial Insemination centres were established in Babrala, inseminating 24545 cows and buffaloes with high milk yielding genetic materials.

AGRICULTURE ALLIED ACTIVITIES

In Haldia, TCL supported 121 families for fish culture and 86 households for poultry farming.

INFRASTRUCTURE DEVELOPMENT SUPPORT

TCSR's infrastructure development programme improves the rural economy, and quality of life, accelerating rural advancement. At Babrala, 245 meters of brick pavement tracks, individual toilets with 675 meters of drainage channels and school boundary walls were constructed. At Mithapur, 4 cattle sheds were constructed and support was provided to 2 Primary schools and 1 ICDS centre.

Aspire

Fosters sustainable socio-economic growth by facilitating access to functional education and skills.

EDUCATION

TCL's education programmes target zero student drop-outs at all levels, with a focus on improved quality of education, scholarship support to meritorious students, basic infrastructure support to schools imparting bridge courses, and coaching support to youth for academic and professional growth. The programmes benefitted over 5000 children across the three sites.

This year, programmes like Learning Enhancement, teacher training, child learning and improvement, adult literacy classes, residential summer camp on spoken



English and personality development, pilot project for primary school children with Sir Ratan Tata Trust, access to SNTD centre, IGNOU, and National Open University, e-library, scholarships, career resource centre, and Shala Pravesh Utsav were implemented. The "Learning and Migration Program" launched for migrants in seven districts of Gujarat, in partnership with American India Foundation, reached out to over 15000 children.

VOCATIONAL SKILLS

TCSR's skill development programme in Mithapur, Babrala, Haldia and Sriperumbudur trained 2,434 unemployed youth to facilitate employment or entrepreneurship development.

Training includes repairs of electricals and electronics. Through a tie up with CSTI (L&T) industrial trainings like bar bending, masonry, electrical fittings and carpentry are also

provided. Additionally, specially designed trainings for women like tailoring, beauty and nursing are also available. TCSRSD partnered with CIPET for training on Machine Operation in Plastic Processing, and 18 students completed the 6-month course. The training also included component of soft skills for overall personality development.

Conserve

Protects natural resources and preserves ecological balance through a participatory approach to environmental sustainability.



TCSRSD continues its work with Eco Clubs in schools in Mithapur, Babrala and Haldia. Nature conservation projects like Whale Shark conservation, Coral Reef restoration, Mangrove plantation, Biodiversity reserve plantation, Marine Turtle monitoring, Community conserved wetland, monitoring of birdlife, and Organic Waste Converter also continued in Mithapur. All three sites witnessed the land development programme and water management and conservation programmes like Mission Jal and drip irrigation.

Through the whale shark project, which studies their habitat, migratory patterns and breeding biology, 79 Whale Sharks caught accidentally in fishing nets along the Saurashtra

coast were rescued and released, taking the rescue tally to 670 since the campaign launch.

In Babrala, solar products were introduced for domestic and external use. Energy efficient cook stoves were promoted, with 450 units constructed in Haldia, and 7 biogas plants constructed in Mithapur.

Nurture

Improves and restores the health status of the community through preventive and curative care

HEALTHCARE

- The health of the rural community forms a significant part of TCSRSD's overall strategy.
- This year the Out Patient Department (OPD) at Babrala and healthcare camps treated 35400 patients, with skin complaints, anaemia, water borne diseases, and colds and coughs.
- Babrala, Haldia and Mithapur hosted eye camps where 1,407 people were examined and given spectacles, and 296 patients were supported with cataract operations.
- All three sites continued programmes for capacity building of ASHA (Accredited Social Health Activists) and Anganwadi workers, and for awareness for AIDS, adolescent girls and health.

WOMEN & CHILD HEALTH

In Babrala, TCSRSD supports Janani Suraksha Yojna, a women and child targeted government run health programme. Vaccination of pregnant women, children (0-10 years) and adolescent girls is priority. Mobile health services in 40 villages of Gunnour Tehsil focus on reducing maternal and infant mortality rate. This year, 15221 women and children were vaccinated and 4399 patients were treated.



NUTRITION

In Mithapur, TCSR identified, screened and treated 145 mal-nourished children (0-5 years) Mithapur Hospital supported camps. In Haldia, TCSR's links with the district Nutritional Rehabilitation Centre (NRC) and the health department, helped direct 60 severely mal-nourished children to NRC with the support of the ICDS and ASHA workers.

SANITATION

In partnership with WASMO, under the CADP project, TCSR undertook drinking water and sanitation activities, providing drinking water facilities to the rural households of Okhamandal, supported by village institutions. During the year, 1285 households received a tap connection for water supply, 521 households were aided in toilet construction, 63 sanitation units were constructed in Babrala and 5 in Haldia.

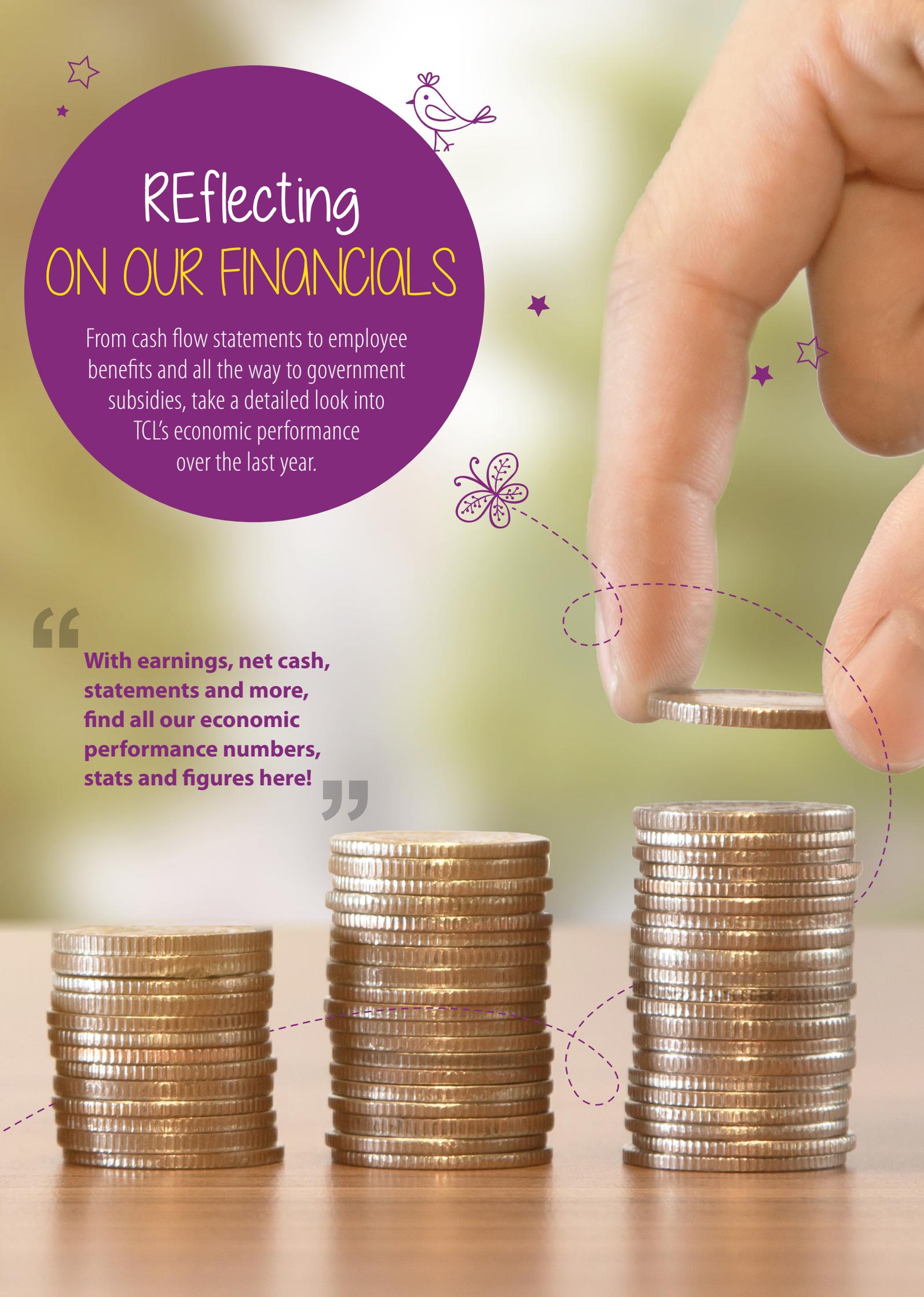
RELIEF PROGRAMMES

Tata Chemicals continues its long-standing support for relief during nation-wide disasters. This year support was extended to Assam during the floods in the region.

For further information on projects and achievement please visit www.tcsr.org; www.okhai.org

In Babrala, TCSR supports Janani Suraksha Yojna, a women and child targeted government run health program. Vaccination of pregnant women, children (0-10 years) and adolescent girls is priority.





REflecting ON OUR FINANCIALS

From cash flow statements to employee benefits and all the way to government subsidies, take a detailed look into TCL's economic performance over the last year.

“

With earnings, net cash, statements and more, find all our economic performance numbers, stats and figures here!

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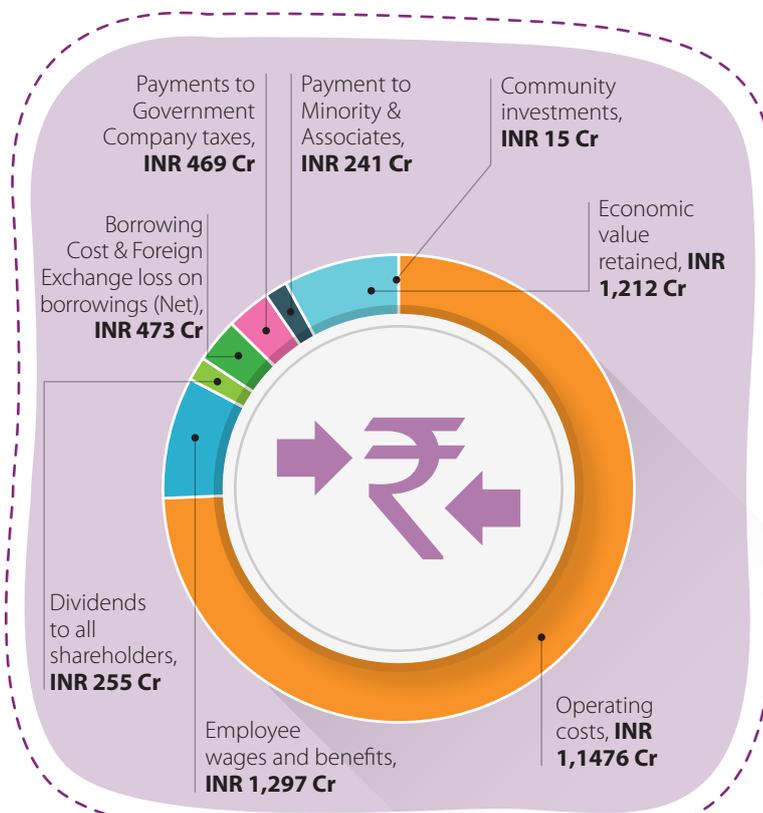
Economic Performance

Summary of Tata Chemicals' overall Economic Performance for the FY 2016-17 is shown below. Details of the same are available in Tata Chemicals' 78th Annual Report FY 2016-17.

Finance and value based management

FY 2016-17 total turnover reduced by INR 2,212 crores from INR 17,650 crores in FY 2015-16 to INR 15,438 crores. This represents a 12.5% growth over the previous year.

The Direct Economic Value generated in the FY 2016-17 was INR 15,438 crores.



Distribution of economic value generated and distributed

Profit before taxes

Compared with the previous year, profit before taxes increased to INR 1,652 crores in FY 2016-17 from INR 1,293 crores in the previous year.

Earnings per share

The earnings per share (basic and diluted) was INR 38.98 crores in FY 2016-17 compared to INR 30.25 in the previous year.

Appropriation of profit

In the FY 2016-17, TCL achieved a profit after tax of INR 1,234 crores (a raise from INR 1,006 crores in the previous year). At the Board Meeting held in May 2017, the Board of Directors recommended a dividend payment of INR 11 per qualifying share. The total dividend payable (excluding dividend tax) on qualifying shares for the FY 2016-17 will amount to INR 280 crores.

Balance sheet structure

In the FY 2016-17, our total assets decreased by INR 750 crores.

Net cash

Cash and cash equivalents balance increased to INR 1,451 crores at March 2017 from INR 1,247 crores in the previous year.

Statement of cash flows

Cash from operating activities was at INR 2,393 crores during FY 2016-17 and net cash used in investing activities was INR 152 crores and INR 1,731 crores was used in financing activities.

Government subsidy

In the FY 2016-17 a total sum of INR 1,684 crores was accrued towards subsidies for the fertiliser business.





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Occupational Health and Safety	G4-DMA, G4-LA5, G4-LA6, G4-LA7, G4-LA8	31-35, 82-83
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Diversity and Equal Opportunity	G4-DMA, G4-LA12	61, 83
Supplier Assessment for Labour Practices	G4-DMA, G4-LA14, G4-LA15	49-50
Customer Health and Safety	PR1, PR2	50-51, 86
Investment	G4-DMA, G4-HR1, G4-HR2	85
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Freedom of Association and Collective Bargaining	G4-DMA, G4-HR4	82
Child Labor	G4-DMA, G4-HR5	85
Forced or Compulsory Labor	G4-DMA, G4-HR6	85
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Supplier Human Rights Assessment	G4-DMA, G4-HR10, G4-HR11	85
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Local Communities	G4-DMA, G4-S01, G4-S02	63-69
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Compliance	G4-DMA, G4-S08	84
Supplier Assessment for Impacts on Society	G4-DMA, G4-S09, G4-S010	49-50
Grievance Mechanisms For Impacts On Society	G4-DMA, G4-S011	63-69
Product Responsibility from customer health and safety		
Customer Health and Safety	G4-DMA, G4-PR1, G4-PR2	50-51, 86
Product and Service Labeling	G4-DMA, G4-PR3, G4-PR4, G4-PR5	47-48, 86
Marketing Communications	G4-DMA, G4-PR6, G4-PR7	47-48, 86
Customer Privacy	G4-DMA, G4-PR8	86
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Omissions		



Independent Assurance Statement



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Independent Assurance Statement to Tata Chemicals Limited on their Corporate Sustainability Report for the Financial Year 2016-17

To the management of Tata Chemicals Limited, No. 24, Bombay House, Homi Mody Street, Fort, Mumbai 400 001, India.

Introduction

We ('KPMG in India', or 'KPMG') have been engaged by Tata Chemicals Limited ('TCL' or 'The Company') for the purpose of providing assurance on its sustainability report ('the Report') for the financial year (FY) 2016-17. The report was prepared by TCL according to the Global Reporting Initiative's (GRI) G4 guidelines 'In-accordance' – Core option for sustainability reporting.

The Company's management is responsible for content of the report, identification of the key issues, engagement with stakeholders and its presentation. KPMG's responsibility is to provide limited assurance on the report content as described in the scope of assurance.

Assurance standards

We conducted the assurance in accordance with

- Limited Assurance requirements of International Federation of Accountants' (IFAC) International Standard on Assurance Engagements (ISAE) 3000 (revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information.
 - Under this standard, we have reviewed the information presented in the report against the characteristics - relevance, completeness, reliability, neutrality and understandability.
- Type 2, Moderate level assurance requirements of AA1000 Assurance Standard 2008 by AccountAbility.
 - Under this standard, we have reviewed the nature and extent of adherence to the AA1000 AccountAbility Principles and the quality of publicly disclosed information as part of the report limited to performance indicators/ information required by GRI G4 Guidelines.

Scope and Boundary of the Assurance Engagement

The scope of assurance covers the sustainability disclosures of TCL for the period 01st April 2016 to 31st March 2017. The boundary of report covers the economic, environmental and social performance of TCL's India operations that include Mithapur and Haldia and TCL's international operations that include Tata Chemicals North America (TCNA), Green River, Wyoming, USA, Tata Chemicals Magadi (TCM), Lake Magadi, Kenya, Tata Chemicals Europe (TCE), Northwich, United Kingdom respectively.

The assurance process was limited to the sustainability disclosures made in the Report.

KPMG, an Indian partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity

CIN U74140MH2005PTC153503



The General Standard Disclosures that were subjected to assurance are as follows:

- Organizational Profile (G4-10)
- Identified Material Aspects and Boundaries (G4-17 to G4-23)
- Stakeholder Engagement (G4-24 to G4-27)
- Report Profile (G4-28 to G4-33)
- Governance (G4-34)
- Ethics and Integrity (G4-56)

The Specific Standard Disclosures that were subjected to assurance are as follows:

- Environmental
 - Materials (G4-EN1), Energy (G4-EN3, G4-EN5), Water (G4-EN8, G4-EN10), Emissions (G4-EN15, G4-EN16, G4-EN21), Effluents and Waste (G4-EN23)
- Social
 - Labor Practices and Decent Work
 - Employment (G4-LA1), Occupational Health and Safety (G4-LA6), Training and Education (G4-LA9)
 - Human Rights
 - Non-discrimination (G4-HR3), Freedom of Association and Collective Bargaining (G4-HR4)
 - Society
 - Local Communities (G4-SO1, G4-SO2)
 - Product Responsibility
 - Product and Service Labeling (G4-PR5)

Limitations in Conducting the Assurance

Our assurance process was subject to the following limitations:

- Verification of claims was limited to data and information presented in the report for the period 01st April 2016 to 31st March 2017. Data and information in the report outside this reporting period was not subject to verification
- Any statement/ remarks/ comments indicating intention, opinion, belief and/ or aspiration by TCL were excluded from the scope of assurance
- The assurance statement does not include verification of financial performance indicators/information that was sourced from TCL's FY 2016-17 annual report
- Determine which, if any, recommendations should be implemented



Work Undertaken

Our procedures include assessment of the risks of material misstatements of selected performance indicators and disclosures and underlying internal controls relevant to the information published in the report. Our procedures were designed to gather sufficient and appropriate evidence to determine that the selected performance information is not materially misstated. We have adopted the following process.

- Discussion on sustainability with senior executives/ management at the different TCL locations and at the corporate office to understand the risks and opportunities from sustainability context and the strategy TCL is following
- Review of the Company's approach to identify material issues and stakeholder engagement framework
- Assessment of stakeholder engagement and materiality assessment process for determining material aspects
- Discussions with the personnel responsible for the evaluation of competence required to ensure reliability of data and information presented in the report
- Understanding the appropriateness of various assumptions, estimations and materiality thresholds used by TCL for data analysis
- Evaluating the appropriateness of the quantification methods and models used to arrive at the data presented in the report
- Assessment of the systems used for data collection and reporting of the General Standard Disclosures and Specific Standard Disclosures of material aspects as listed in the assurance scope above
- Testing on a sample basis, the evidence supporting the data and information
- Verification of systems and procedures used for quantification, collation, and analysis of sustainability performance indicators included in the report
- Evaluating the report's content to ascertain the 'In-accordance' option as per GRI's G4 Guidelines
- Assurance visits were conducted to following India operations as mentioned below:
 - ✓ Mithapur, Gujarat
 - ✓ Haldia, West Bengal
- Assurance visits were conducted to following International operations mentioned below:
 - ✓ Tata Chemicals Soda Ash Partners - 75% subsidiary of TCNA, Green River, Wyoming, USA
 - ✓ TCM, Lake Magadi, Kenya
 - ✓ British Salt Limited - 100% subsidiary of TCE, Northwich, United Kingdom

The procedures performed in a limited assurance engagement are less in extent than for a reasonable assurance engagement. Appropriate documentary evidence was obtained to support our conclusions on the information and data verified. Where such documentary evidence could not be collected due to sensitive nature of the information, our team verified the same at TCL's premise.



Our Conclusions

Based on the procedures performed, nothing has come to our notice that causes us not to believe that the sustainability report of TCL for FY ending 31 March 2017 is presented fairly, in all material respects, in accordance with the sustainability reporting guidelines (G4) of the Global Reporting Initiative.

Our Observations

As per AA1000AS 2008 Principles:

- **Principle of Inclusivity:** TCL demonstrates regular engagement with its key internal and external stakeholders. The Company has implemented stakeholder participation processes and engagement strategies to understand their views at all locations in India. The implementation of these processes need to be streamlined at the international locations.
- **Principle of Materiality:** TCL has fairly identified and represented its sustainability focus areas vital for its business and stakeholders. A review of material issues including all inputs from international operations is planned. This will also include review of material issues from supply chain.
- **Principle of Responsiveness:** TCL responds to concerns raised by its stakeholders in a timely manner and the same has been fairly represented in the report. The Company may further improve the quality of reporting to its stakeholders by specifically bringing out mid and long term targets with respect to the identified material issues.

Nothing has come to our notice for us to believe that the data presented in the Report and verified by us as per the scope of this engagement is not reliable. Data transcription errors, misinterpretation of indicators, incomplete disclosures and calculation errors were detected but the same were resolved during the assurance process.

Independence

The assurance was conducted by a multidisciplinary team including professionals with suitable skills and experience in auditing environmental, social and economic information in line with the requirements of ISAE 3000 (revised) and AA1000 Assurance Standard 2008. Our work was performed in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) as well as the assurance firm (assurance provider) be independent of the assurance client, in relation to the scope of this assurance engagement, including not being involved in writing the report. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality and professional behavior. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence. The firm applies ISQC 1 and the practitioner complies with the applicable independence and other ethical requirements of the IESBA code.

Responsibilities

TCL is responsible for developing the report contents. TCL is also responsible for identification of material sustainability issues, establishing and maintaining appropriate performance management and internal control systems and derivation of performance data reported. This statement is made solely to the management of TCL



in accordance with the terms of our engagement and as per scope of assurance. Our work has been undertaken so that we might state to TCL those matters for which we have been engaged to state in this statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than TCL for our work, for this report, or for the conclusions expressed in this independent assurance statement. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. We expressly disclaim any liability or co-responsibility for any decision a person or entity would make based on this assurance statement. By reading this assurance statement, stakeholders acknowledge and agree to the limitations and disclaimers mentioned above.

A handwritten signature in black ink, appearing to read 'Santhosh Jayaram', with a long, sweeping flourish extending to the right.

Santhosh Jayaram
Partner
KPMG in India
01 December 2017

Annexure



Economic

Aspect – Economic Performance

EC 1				
Parameter	Unit	2014-15	2015-16	2016-17
Direct Economic Value Generated				
a) Revenues (Total Income)	INR Crores	17,322	17,650	15,438
Economic Value Distributed				
a) Operating costs	INR Crores	14,237	13,923	11,476
b) Employee wages and benefits	INR Crores	1,256	1,271	1,297
Payments to providers of capital				
Dividends to all shareholders	INR Crores	318	319	255
Borrowing Cost & Foreign Exchange loss on borrowings (Net)	INR Crores	461	605	473
Payments to government - Company taxes	INR Crores	425	351	469
Minority & Associates	INR Crores	211	236	241
Community investments	INR Crores	10	10	15
Economic Value Retained				
Direct economic value generated - Economic value distributed	INR Crores	404	934	1,212

GRI-G4 Standard Disclosure 2016-17

Parameter
EC 2: Financial Implications and other Risks and Opportunities for the Organisation's activities due to Climate Change
EC 2: No financial implications and other risks & opportunities for organisation's activities due to climate change identified. One of our key operations Mithapur is vulnerable. We are working for its mitigation and adaptation.
EC 3: Coverage of the Organisation's Defined Benefit Plan Obligations
EC 3: Total contribution to Provident fund and other funds was INR 26.87 crores
EC 3: Total contribution to group insurance scheme was INR 0.28 crores
EC 4: Financial Assistance Received From Government
EC 4: Total sum of INR 1,687 crores was accrued towards subsidies for the fertiliser business
Aspect – Market Presence
EC 5: Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation
EC 5: Measurement not taken up
EC 6: Proportion of senior management hired from the local community at significant locations of operation
EC 6: No senior management employee is hired from the local community at significant locations of operation

GRI-G4 Standard Disclosure 2016-17

Aspect – Materials

G4 EN 1 - Materials Used by Weight or Volume				
Description	UoM	2014-15	2015-16	2016-17
Limestone	MT	1,789,870.00	1,884,279.00	2,226,933.00
Raw Brine	KL	3,847,115.00	4,291,752.00	8,324,092.60
Solar salt (inclusive of purchased quantity if any)	MT	1,685,542.00	1,585,874.00	1,661,686.00
Bittern	MT	2,887,360.00	1,259,702.00	1,434,257.00
Natural Gas	Sm3	491,983,634.00	490,848,366.00	489,730,473.57
Sulphur	MT	76,569.00	57,309.00	45,365.15
Rock Phosphate	MT	196,520.00	168,435.00	1,266,42.00
Phos acid (purchased only)	MT	173,674.00	129,478.00	1,09,762.93
Ammonia	MT	105,628.00	84,682.00	60,810.00
Potassium Chloride (MOP)	MT	185,559.00	125,348.00	91,781.04
Packaging Material (including 50Kg WPP Bags)	MT	82,101,879.00	79,300,967.00	36,545,069.32
Lubricating Oil	KL	263.00	242.00	247.17
G4 EN 2* - Percentage of materials used that are recycled input materials				
% Limestone as recycled input	%	73.54	76.45	84.88
Sulphur Sludge	%	12.28	0.01	0.44
Total recycled input materials	%	0.11	0.11	0.31
* Percentage of materials used that are recycled input materials is reported for TCL, Mithapur only.				
Aspect – Energy				
G4 EN 3 - Energy Consumption Within the Organisation				
Total Energy from Fossil Fuel	TJ	32,633.31	31,647.20	57,983.29
Total Energy from Purchased Electricity (Non-renewable)	TJ	141.96	132.80	710.46
Energy from Non-renewable sources	TJ	32,775.27	31,780.00	58,693.75
Energy from Renewable sources	TJ	5.65	7.00	11.15
Total Energy Consumed	TJ	32,780.93	31,787.00	58,704.90
G4 EN 5 - Energy Intensity				
Energy intensity within Organisation (from non-renewable sources)	TJ/MT of Production	0.007	0.007	0.015
Aspect – Water				
G4 EN 8 – Total Water Withdrawal by Source				
Ground Water	KL	5,911,519.00	5,985,947.00	5,900,494.00

Description	UoM	2014-15	2015-16	2016-17
Total Surface water - Wetlands + lake + river + oceans	KL	87,555,626.00	85,394,363.00	94,130,327.30
Purchased Water / Municipal Supply	KL	940,826.00	772,872.00	1,173,246.12
Rainwater collected directly and stored by the organisation	KL	3,104.00	5,512.00	6,796.70
Total Water withdrawal	KL	102,500,654.80	94,411,074.42	101,210,864.12
G4 EN 10 – Percentage and total Volume of Water Recycled and Reused				
Water Recycled and Reused	KL	87,315,003.00	70,098,469.00	84,926,655.10
% of total water recycled and reused	%	87.05	92.48	83.91
G4 EN 15 – Direct greenhouse gas (GHG) emissions (Scope 1)				
Total Scope 1 GHG Emissions	MT of CO ² e	4,970,038.38	3,035,981.39	4,838,818.98
G4 EN 16 – Energy indirect greenhouse gas (GHG) emissions (Scope 2)				
Total Scope-2 GHG Emissions	MT of CO ² e	281,332.39	30,343.71	284,354.39
G4 EN 17 – Other indirect greenhouse gas (GHG) emissions (Scope 3)				
Total Scope-3 GHG Emissions	MT of CO ² e	113,949.80	87,346.70	212,464.39
G4 EN 18 – Greenhouse gas (GHG) emissions intensity				
Emission intensity for Scope-1,2,3		1.130	0.686	0.690
G4 EN 21 – NOx, SOx, and Other significant Air Emissions				
SPM	MT	2,123.99	1,842.50	2237.82
SOx	MT	2,150.62	1,985.21	238,272.50
NOx	MT	832.26	1,356.73	216,686.76
G4 EN 22 – Total water discharge by quality and destination				
Total Treated Effluent Discharge	KL	76,495,920.04	70,885,285.71	65,316,933.49
Ammonical Nitrogen	MT	240.38	160.94	356.91
Total Suspended Solids	MT	15,040.89	16,546.95	10,802.84
Biological Oxygen Demand (BOD)	MT	23.48	29.44	21.36
Chemical Oxygen Demand (COD)	MT	8.55	10.37	9.37
Oil & Grease	MT	0.96	0.00	0.542
Phosphate	MT	0.28	0.1	0.231
Flouride	MT	0.12	0.11	0.183

Note: FY 2016-17 Data consists of TCL Group level data.

Description	UoM	2014-15	2015-16	2016-17
G4 EN 23 – Total weight of waste by type and disposal method				
Non Hazardous Waste	MT	713,433.71	1,002,016.39	1,028,863.173
Hazardous Waste	MT	97.95	386.03	124.55
Biomedical Waste	MT	4.59	3.74	2.88
Total Waste	MT	713,536.25	1,002,419.96	1,028,990.603
G4 EN 29 – Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations				
Monetary	INR	0	0	0
Non-Monetary	INR	0	0	0
Cases brought through Dispute Resolution mechanism	INR	0	0	0
G4 EN 31 – Total environmental protection expenditures and investments by type				
Total environmental protection expenditures and investments	INR	860,209,835.00	738,888,572.00	1,132,124,096.12
Production quantities	MT	4,742,391.48	4,594,191.34	7,728,365.47

G4-10 and LA1**Aspect – Employment**

Total number and rates of new employee hires and employee turnover by age group, gender and region						
Category	Sub-Category	Total Employees for TCL Group	New Hires	Turnover	Turnover Rate	Contract Employees
Age (Yrs)	29	807	293	272	34%	TCL Grp 5703
	30-50	2195	305	326	15%	% Collective bargaining
	Over 50	1534	56	234	15%	
Gender	Male	4201	534	752	18%	39.00%
	Female	335	120	80	24%	

Aspect – Occupational Health & Safety

Parameter	Unit	2014-15	2015-16	2016-17
Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work related fatalities, by region and by gender				
Work Related Fatalities - TCL, Global	No.	1	1	0
Total Lost Time Injury (LWC) - TCL, Global	No.	40	45	19
Total Recordable Injury (LWC+RWC+MTC) - TCL, Global	No.	77	96	38

Total Recordable Injury Frequency Rate (TRIFR) - TCL, Global	No./Mn Man-hrs	2.55	3.06	1.23
Lost Time Injury Frequency Rate (LTIFR) - TCL, Global	No./Mn Man-hrs	1.33	1.43	0.61
Occupational Disease Rate - TCL, Global	No./Mn Man-hrs	0.07	0.00	0.00
Lost Day Rate - TCL, Global	Lost days/ Mn Man-hrs	232	53	18
No. of workers with high incidence or high risk of diseases related to their occupation - TCL, Global	No.	0	0	0
Health and safety topics covered in formal agreements with trade unions	Where ever trade unions are there the all listed local and global topics are part of formal agreement with trade union			

Diversity and Equal Opportunity

LA12				
Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity				
Composition of Governance bodies				
Board of Directors				
Gender	Age Group (yrs)			Minority groups
	Under 30	30 – 50	Over 50	
Male	0	0	5	0
Female	0	0	1	0
Executive Committee				
Gender	Age Group (yrs)			Minority groups
	Under 30	30 – 50	Over 50	
Male	0	4	8	0
Female	0	0	2	0
Breakdown of Employees by level				
Management				
Gender	Age Group (yrs)			Minority groups
	Under 30	30 – 50	Over 50	
Male	223	610	153	0
Female	39	51	7	0
Officer				
Gender	Age Group (yrs)			Minority groups
	Under 30	30 – 50	Over 50	
Male	325	415	115	0
Female	19	16	4	0
Non-Management				
Gender	Age Group (yrs)			Minority groups
	Under 30	30 – 50	Over 50	
Male	0	151	759	0
Female	0	5	25	0

Breakdown of Employees by Function				
Engineering				
Gender	Age Group (yrs)			Minority groups
	Under 30	30 – 50	Over 50	
Male	189	248	319	0
Female	10	2	4	0
Sales & Marketing				
Gender	Age Group (yrs)			Minority groups
	Under 30	30 – 50	Over 50	
Male	54	273	44	0
Female	6	14	1	0
Production				
Gender	Age Group (yrs)			Minority groups
	Under 30	30 – 50	Over 50	
Male	251	263	398	0
Female	32	2	4	0
Scientists				
Gender	Age Group (yrs)			Minority groups
	Under 30	30 – 50	Over 50	
Male	1	21	2	0
Female	0	2	2	0
Supply Chain, Commercial, PAQA				
Gender	Age Group (yrs)			Minority groups
	Under 30	30 – 50	Over 50	
Male	34	147	123	0
Female	2	7	1	0
Support Services				
Gender	Age Group (yrs)			Minority groups
	Under 30	30 – 50	Over 50	
Male	19	228	149	0
Female	8	45	26	2

Anti corruption

S04	Communication and training on anticorruption policies and procedures
	100%
S05	Confirmed incidents of corruption and actions taken
	None

Anti competitive

S07	Total number of legal actions for anticompetitive behavior, antitrust, and monopoly practices and their outcomes
	None

Compliance

S08	Monetary value of significant fines and total number of nonmonetary sanctions for noncompliance with laws and regulations
	None

Aspect – Investment

HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening 100%
HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained Approx 100% of employees were covered using various initiatives to reinforce the concept of human rights and workplace ethics such as TCOC awareness sessions, Ethics Awareness Session, KSS, etc.

Aspect – Non-discrimination

HR3	Total number of incidents of discrimination and corrective actions taken In TCNA, there was one incident reported on the basis of age discrimination on internal job posting which has been resolved
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Aspect – Freedom of Association and Collective Bargaining

HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights None
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Aspect – Child Labour

HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor No operations
-----	--

Aspect – Forced or Compulsory Labor

HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor None
-----	--

Aspect – Indigenous Rights

HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken None
-----	--

Aspect – Assessment

HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments All operations have been subject to human rights reviews or human rights impact assessments. 100%
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Aspect – Supplier Human Rights Assessment

HR10	Percentage of new suppliers that were screened using human rights criteria All new suppliers were screened using human rights criteria. 100%
HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken Company follows Principles of the International Declaration of Human Rights. Its policies support, respect and protect the Human rights of its direct as well as indirect employees. The sustainability Policy addresses these aspects.



GRI CODE	PARAMETER
Aspect – Human Rights Grievance Mechanisms	
HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms None
Aspect – Customer Health and Safety	
PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement Health and Safety impacts for all products are assessed for improvements
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes None
Aspect – Product and Service Labelling	
PR3	Type of product and service information required by the organisation's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements Not Applicable
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes None
Aspect – Marketing Communications	
PR6	Sale of banned or disputed products None
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes None
Aspect – Customer Privacy	
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data None
Aspect – Compliance	
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services None





TATA CHEMICALS

Corporate Sustainability Policy

Our Philosophy

We are committed to integrate environmental, social and ethical principles into our business, which is central to improving the quality of life of the communities we serve globally and enhancing long-term stakeholder value.

Our Principles

We shall:

- Integrate sustainability considerations into business decisions and key work processes, with the aim of creating value, mitigating future risks and maximizing opportunities.
 - Follow highest standards of governance and transparency.
- Embody principles of product stewardship by enhancing health, safety, environmental and social impacts of products and services across their lifecycles.
- Provide employees and business associates with working conditions that are clean, safe, healthy and fair.
- Strive to be neighbour of choice in the communities in which we operate and contribute to their equitable and inclusive development.

Our Commitments

We will aspire for global sustainability leadership in the sectors in which we operate. To achieve this, we will:

- Constitute a governance structure to oversee our sustainability commitments.
- Identify relevant and material sustainability issues and develop comprehensive sustainability strategies with goals, targets, mitigation and adaptation action plans to address them under the aegis of our board.
 - Undertake natural and social capital valuation to assess business risks.
 - Report in line with global reporting frameworks.



R Mukundan
Managing Director

Date : 25th June 2015




TATA CHEMICALS

Safety, Health and Environment Policy

Target Zero Harm

Tata Chemicals shall uphold its position as a leader in the industry by conducting all its activities in a manner that is protective of the environment, and in ensuring the health and safety of its employees, contractors, visitors, and the community around which it operates. These include all manufacturing locations, offices, research laboratories, sales and distribution points and warehouses.

In fulfilment of this commitment, we shall maintain a continuing effort to:

- Achieve ZERO HARM by following world class standards of SHE Management Systems, process safety systems, good maintenance practices, enhancement strategies for the environment, and the prevention of pollution
- Enhance Safety, Health and Environment (SHE) awareness and responsibility among our employees and associated stakeholders through effective communication, training, and demonstrated performance to achieve ZERO HARM – Zero Harm to People, Zero Harm to Assets and Zero Harm to Environment
 - Comply with all applicable safety, health, and environmental laws and regulations
 - Integrate SHE considerations into business planning and decision making
- Proactively reduce our risks through process improvements, periodic SHE audits, the investigation of all workplace and process safety incidents and illnesses, and closure of findings to promptly correct any unsafe conditions or practices
- Make safety track record and performance an important parameter that would govern key decisions around employee life cycle or continued business relations as applicable
 - Increase shareholder value through SHE excellence

This policy shall be periodically reviewed in order to ensure its alignment to the business and all applicable regulatory requirements.



R Mukundan
Managing Director

Date : 9th Sep 2014




TATA CHEMICALS

Community Development Policy

Tata Chemicals pledges itself to care for and serve the community by:

- Designing, evolving and implementing sustainable, replicable and scaleable development models, that leads to measurable socio-economic development of the community and ecological development in its area of influence.
- Involving the community in all stages of the process, in the true spirit of participatory development.
- Having focused and transparent processes, that provides for equal opportunity, while improving the quality of life.
- Partnering and networking with government, development agencies, corporate bodies and NGOs to implement appropriate community development programs.
- Creating knowledge resource centers to transfer and share information and help build capacities of partners and the community.
- Involving the employees in volunteering for community Development programs.



R Mukundan
Managing Director

Date : 21st May 2009




TATA CHEMICALS

TATA Climate Change
GOING GREEN

TATA

Climate change policy for Tata companies

Tata companies will play a leadership role in climate change by being knowledgeable, responsive and trustworthy, and by adopting environment-friendly technologies, business practices and innovation, while pursuing their own growth aspirations and the enhancement of shareholder value.

Tata companies will measure their carbon footprint and will strive to:

- Be the benchmark in their segment of industry on the carbon footprint, for their plants and operations.
- Engage actively in climate change advocacy and the shaping of regulations in different business sectors.
- Incorporate 'green' perspective in all key organisational processes.



Rajesh N. Tata
Chairman, Tata Sons



R Mukundan
Managing Director

Date : 11th January, 2010
Revision No. :- 0

We Have Adopted above "Climate Change Policy For Tata Companies" for implementation





Fire Policy

The management of Tata Chemicals Limited, Babrala is committed to maintain the fire risk free workplace. The management accepts the fact that fire incidents do not just happen, they are caused due to negligence or non-compliance of general fire prevention and fire protection rules. The management shall continually improve and implement the fire prevention and fire protection programme and shall make sincere efforts in reducing risk to life and property.

We also accept our responsibility in-

- Establishment of equipped Fire Station with well-trained staff.
- Compliance of all applicable rules and regulations and best practices for fire prevention and protection.
- Providing training, awareness and education to employees, fire staff and residents of township and community on regular basis with specific information about specific hazard.
- Identification of fire hazards by inspection, risk assessment and action to eliminate it or reduce to acceptable limit.
 - Updation of documents pertaining to fire prevention and fire protection.
 - Investigate fire incidents to learn from them and reduce future risks by implementing corrective – preventive action plans.
 - Timely maintenance and up – keepment of fire protection equipment.
 - Providing suitable personal protective equipment for effective firefighting to the crew.
- Rendering fire services to plant area, township and local community around 5-Kilometer of fire station.

The Apex SHE Committee will review annually this policy in order to ensure that it continues to be relevant with the company's operation, especially in regard to changing business and regulatory needs.


R Mukundan
 Managing Director

Date : 21st May 2009



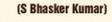
Safety, Health and Environment (SHE) Policy

Fertilizer Works – Babrala

Tata Chemicals Ltd., Fertilizer Works at Babrala is committed to ensure safe, healthy and clean environment to the workforce and key stakeholders by establishing effective management systems.

This shall be achieved by

- Complying with all applicable Safety, Health and Environment (SHE) legislations & regulatory and other requirements.
 - Integrating SHE requirements with the business planning.
- Providing the framework to set, review and improve SHE objectives and targets linked to performance measurement of employees and contractors.
- Conducting periodically SHE audits and investigating the SHE incidents and taking corrective and preventive actions.
 - Provide adequate resources for implementation of SHE policy guidelines
 - Continually improving the processes and practices to
 - Conserve natural and other resources
 - Minimize pollution through control at source and minimizing recycling of wastes
 - Safe disposal of wastes
 - Minimize work place injuries, ill health and occupational health concerns
- Enhancing the SHE awareness amongst workforce and other stakeholders through training and communications.
 - Improved SHE practices by consultation with staff and other stake holders


(S Bhasker Kumar)
 Vice President - Manufacturing

Date : 28th April 2015



Cardinal Rules of Safety

The following acts are violation / s of our Cardinal Rules of Safety and would invite appropriate disciplinary action.

- 1) Noncompliance and / or wilful disregard / violation of Safety Rules, Standar Operating Procedures and related policies and act of sabotage
- 2) Carrying, consuming and storing of alcohol, non-prescribed drugs and other intoxicants in the offices and workplaces and / or working under the influence of such substances
- 3) Smoking in the plant areas and other restricted places
- 4) Playing practical jokes, involving in wrestling, fighting, or any other form of physical or violent acts that could endanger personnel and property
- 5) Threatening anyone either verbally or physically irrespective of whether the issue is connected with the official business of the Company
- 6) Possession of firearms and / or other dangerous weapons or objects that can cause harm

The above list of Cardinal Rules of Safety is not intended to be exhaustive of the events or circumstances that may result in appropriate disciplinary action including cessation of employment.


R Mukundan
 Managing Director

Date : 2nd August 2014



Responsible Care Policy

Fertilizer Works, Babrala

Tata chemicals Ltd., Fertilizer Works Babrala shall implement Responsible Care (RC) to promote sustainable development and reinforce the core values of Integrity, Safety and Care. In doing so, we commit to the following:

The Leadership shall ensure that employees & associates understand their responsibilities and with appropriate training & support, they would integrate the principles of RC in operations, supply chain and planning. We shall comply with all applicable statutory and other regulations relate to Environment, Health, Safety and Security (EHS&S).

We shall set objectives and targets to:

- Eliminate, manage and continually improve significant hazards / risks related to EHS&S
- Operate our facilities in a manner that protects the environment, health and safety of employee and community
- Minimize pollution and safe disposal of wastes and Conserve natural and other resources,
 - We shall manufacture, handle, store and distribute the products in a manner that minimizes the risk to human beings and environment, while satisfying the stakeholders' needs in its life cycle.

We shall communicate to stakeholders the Environment, Health, Safety and Security (EHS&S) issues and have a dialogue with them in a spirit of trust, mutual respect and shared goals time to time.

While we shall provide necessary resources required to integrate Responsible Care Principles, we shall also encourage suppliers, vendors, contractors, customers and other stakeholders to adopt similar principles through mutual participation, joint efforts and interactions.

Place : Babrala

Date : 1st November 2013


(S Bhasker Kumar)
 Vice President - Manufacturing



TATA
TATA CHEMICALS

Mission
Serving Society through Science

Vision

We shall be amongst premier chemical companies by:

- Leveraging Science to deliver new and innovative offerings
 - Enhancing value to our customers
 - Delivering Superior Returns to our shareholders
 - Leading in corporate sustainability
- Nurturing innovation, learning through diversity and team work amongst employees

Values
Integrity, Safety, Excellence, Care & Innovation


R Mukundan
 Managing Director

Date : 15th January 2010




TATA
TATA CHEMICALS

Social Accountability Policy

It is our policy to conduct our business in a socially responsible manner by complying with all the requirements of SA 8000 standard.

To that end we are committed to:

- Comply with applicable state, national and international legislations, ILO and UN conventions on ethical business.
- Continual improvement in our performance through management reviews, open communications and providing a favourable employment environment.
- Actively promote and encourage the pursuit of ethical excellence not only within the company but also amongst our suppliers and customers.


R Mukundan
 Managing Director

Date : 15th January 2010




TATA
TATA CHEMICALS

Energy Management Policy
Fertilizer Works, Bahrata

We, at Tata Chemicals Limited, Fertilizer Works, Bahrata, are committed to conserve energy and to continually improve our energy efficiency by promoting energy conservation culture, innovation, creativity, and aligning commitment at all levels, to make our manufacturing facility as energy efficient unit in our sector of industry.

To meet the above goal, we endeavour to:

- Utilize the energy resources efficiently through technological upgradation, adopt best operating procedures and maintenance practices
- Explore the possibility of utilizing renewable resources and implement projects to conserve non-renewable energy resources
- Create awareness among employees, suppliers, partners and community regarding energy conservation for sustainable development
 - Conduct periodical conservation studies including audits by engaging cross-functional teams and external specialists
 - Sharing energy conservation experience with other similar organisations and participate in Benchmarking
- Comply all legal requirements related to energy management systems

Date : 18th August 2014


s/d
 Vice President (Manufacturing)






TATA
TATA CHEMICALS

Quality Policy

Tata Chemicals Limited commits itself to become the company of choice by providing products and services at competitive costs. We will continually enhance product quality, process performance and skills of our employees leading to customer delight.

Quality Objectives

- Develop Employee skills to meet internal and external customer requirements.
 - Improve systems and processes in line with changing customer needs.
 - Upgrade product quality by process improvement.
- Adhere to specified requirements (internal and external) on quality and deliveries.
 - Strengthen the Supplier / Partner relationship.
 - Meet cost targets.
- Improve satisfaction index of Channel Partners (Dealers, Distributors, C&F agents, etc) through support and development.
 - Improve Customer Satisfaction Index and reduce customer complaints and dissatisfaction.


R Mukundan
 Managing Director

Date : 21st May 2009




TATA
TATA CHEMICALS

Food Safety Policy

Tata Chemicals Limited commits itself to become global company of choice by providing safe food additives to its consumers. We will Endeavour to achieve this by protecting the food products from hazards and contamination by producing, storing, handling and distributing them under safe and hygienic conditions. We will continually improve the food product quality enhancing process performance, skills and capabilities of our workforce and partners.

Food Safety Objectives

- Provide food additives , which are safe and suitable for consumption
- Improve consumer satisfaction index and reduce consumer complaints and dissatisfaction
- Upgrade product food safety by improvement of processes and work place hygiene
 - Perform better than specified regulatory requirements on food safety
 - Improve systems and processes in line with changing consumer needs
- Develop workforce and partner's skills and capabilities to meet consumer requirements


R Mukundan
 Managing Director

Date : 15th May 2009
Mithapur




TATA
TATA CHEMICALS

Fire Policy- Mithapur

Tata Chemicals Mithapur site committed to maintain a fire risk free workplace. The site shall continually improve fire prevention and protection measures in its journey to ZERO Harm

The fire prevention and protection measures shall include

- Compliance of all applicable rules and regulations and adoption of best practices for fire prevention and protection.
- Provide awareness, education and training to the workforce and community on emergency preparedness and response
- Identify fire hazards by periodic audit, inspection and risk assessment.
- Investigate fire incidents to learn from them and reduce future risks by implementing corrective-preventive action plans.
- Integrate fire and emergency considerations into site's business planning and decision making.

The Apex Safety Committee shall periodically review this policy in order to ensure that it continues to be relevant to the site's operations, especially in regard to changing business and regulatory needs.


M. Ravindranath
 Vice President - Manufacturing

Date : 15th December 2014




Abbreviations

TCM	Tata Chemicals Magadi	CSR	Corporate Social Responsibility
LIFE	Living, Industrials, and Farm Essentials	ECOB	Executive Committee of the Board
TCE	Tata Chemicals Europe	SPICE	Safety, Passion, Integrity, Care and Excellence
TCNA	Tata Chemicals North America	CSS	Corporate Social Responsibility, Safety and Sustainability Committee
FOS	Fructo Oligo Saccharide	OHSAS	Occupational Health and Safety Advisory Services
GOS	Galacto Oligo Saccharides	PLVP	Performance Linked Variable Pay
MACT	Motor Accidents Claims Tribunal	KPI	Key Performance Indicator
GRI	Global Reporting Initiative	OSHA	Occupational Safety and Health Administration
TKS	Tata Kisan Sansar	CCPS	Centre for Chemical Process Safety
RKK	Rallis Kisan Kutumb	SHE	Safety, Health and Environment
IC	Innovation Centre	CFT	Cross Functional Team
DSIR	Department of Science and Industrial Research	PSM	Process Safety Management
SKU	Stock Keeping Unit	WSO	Work Safe Online
HACCP	Hazard Analysis and Critical Control Points	MSDS	Material Safety Data Sheets
UNGC	United Nations Global Compact	ISI	Industrial Safety Inspections
DEQ	Department of Environmental Quality	FSSAI	Food Safety and Standards Authority of India
TBEM	Tata Business Excellence Model	ASCI	The Advertising Standards Council of India
ERM	Enterprise Risk Management	HDPE	High Density Polyethylene
RMC	Risk Management Committee	CHP	Consolidated Heat Power
LRQA	Lloyd's Register Quality Assurance	KNTC	Kenya National Trading Corporation
EU-ETS	European Union - Emissions Trading System	CSI	Customer Satisfaction Index
PESTLEA	Political Economic Social Technology Environment Legal Analysis	ERP	Enterprise Resource Planning
PAT	Profit After Tax	SMI	Supplier Managed Inventory
SEBI	Securities and Exchange Board of India	VOC	Voice of the Customer
SBU	Strategic Business Unit	CCS	Customer Care System
EPM	Enterprise Process Model	DART	Data Analysis and Reporting Tool
MBE	Management of Business Ethics	BSC	Balanced Score Card
TCoC	Tata Code of Conduct	RMI	Responsible Manufacturing Index
EWRM	Enterprise Wide Risk Management	PAT	Perform Achieve and Trade Scheme
EPM	Enterprise Process Model		



US EPA	United State Environmental Protection Agency	SNDT	Shreemati Nathibai Damodar Thackersey Women's University
IMANA	Industrial Minerals Association North America	IGNOU	Indira Gandhi National Open University
CDP	Carbon Disclosure Project	CSTI	Construction Skills Training Institute
ETP	Effluent Treatment Plant	CIPET	Central Institute of Plastics Engineering and Technology
CII	Confederation of Indian Industry	ASHA	Accredited Social Health Activists
IBBI	India Business & Biodiversity Initiative	NRC	Nutritional Rehabilitation Centre
e-MPR	Electronic Manpower Requisition Form	ICDS	Integrated Child Development Services
JMC	Joint Management - Worker Health & Safety Committee	WASMO	Water and Sanitation Management Organisation
HMRC	Her Majesty's Revenue and Customs	DAP	Di-Ammonium Phosphate
FGD	Focussed Group Discussion	NPK	Sodium Phosphorous Potassium
STARS	Special Thanks and Recognition Scheme	SSP	Single Super Phosphate
TMTC	Tata Management Training Centre	SOP/WSF	Sulphate of Potash or Water soluble fertiliser
InCEPT	Induction Course for Enabling Positive Traction	CFA	Carrying & Forwarding Agent
MDP	Management Development Program.	RHA	Rice Husk Ash
ITI Certification	Indian Technical Institute Certification	BHA	Buffer Handling Agent
MSHA	Mine Safety and Health Administration	RAMP	Road Asset Management Plan
HIS	Health Insurance Scheme	MoP	Muriate of Potash
ESIC	Employees' State Insurance Scheme	DAP	Di-Ammonium Phosphate
MSF	Magadi Soda Foundation	SRESHTO	Securing Reliability of Equipment and Structures at Haldia Through Team Spirit and Obsession
STEM	Science, Technology, Engineering and Mathematics	PMS	Performance Management System
TCSRDR	Tata Chemicals Society for Rural Development	MBE	Management of Business Ethics
BEACON	Blossom, Enhance, Aspire, Conserve, Nurture	LSS	Lean Six Sigma
CSPC	Coastal Salinity Prevention Cell	AMT	Achievement Motivation Training
OSGP	Okhamandal Samriddhi Gram Pariyojana	PMF	Project Management Fundamentals
SRI	System of Rice Intensification		
OPD	Out Patient Department		
FMDV	Foot and Mouth Disease Vaccination		
HSV	Haemorrhagic Septicaemia Vaccination		





FEEDBACK FORM FOR SUSTAINABILITY REPORT 2016-17

We hope you enjoyed the opportunity to learn about us and now we want to hear what you have to say.
We value your suggestions to improve our performance.

1. Meeting your information requirements pertaining to Economic, Social and Environment:

Excellent Very Good Good Average Poor

2. Openness and transparency in providing information about material issues in the report:

Excellent Very Good Good Average Poor

3. Clarity and ease of understanding:

Excellent Very Good Good Average Poor

4. Presentation, Design and Layout:

Excellent Very Good Good Average Poor

5. Suggest any other material issues and areas to be covered in the next report.

Name: _____

Designation: _____

Organisation: _____

Contact Address: _____

Email: _____

Please email your feedback at sustainability@tatachemicals.com or write to:

Ms. Alka Talwar
Head Sustainability & Corporate Communications
Tata Chemicals Limited
Leela Business Park, Andheri Kurla Road
Andheri East, Mumbai - 400059

For more information, visit our website:
www.tatachemicals.com/sustainability



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